 **Interview Guide - Non-Supervisory Position**

**Department:**

Target Position: Date:

Candidate: Interviewer:

# Preparation Checklist

1. Review application materials, including resume (curriculum vitae) and any application forms. Decide which jobs/ experiences are most relevant to the target job.
2. **If you are the first interviewer**, prepare to conduct the Key Background Review.
* Note any jobs/experiences about which you are unclear or would like more information.
* Note any gaps in employment.

**If you are not the first interviewer**, prepare opening question regarding current responsibilities but do not plan to cover this area in great detail.

1. Review the Performance Standard Behavioral Questions section.
* Review the definitions.
* Select two or three questions from the selection that you want to ask.
* Modify questions to better fit the candidate’s experience or the behaviors that you are looking for.

***(Reminder! Be sure to ask questions that will get you specific behavioral examples -- situation, action and result – do not ask questions that may lead to hypothetical or non-behavioral based information. You want to get information on how they have performed in each of these areas in the past.)***

1. Estimate the time needed to cover each section of the Interview Guide.

**(Tip! A good estimate is about 10 minutes per performance standard plus the time for the opening and the close.)**

# Outline for Opening the Interview

* Greet the candidate, giving your name and position.
* Explain the interview’s purpose:
1. To acquaint interviewer and candidate.
2. To learn more about the candidate’s background and experience.
3. To help the candidate understand the position and organization.
* Describe the interview plan:
1. Briefly review jobs/experiences.
2. Ask questions to get specific information about those jobs/experiences.
3. Provide information about the position and organization.
4. Anshwer candidate’s questions about the position and organization.
5. Point out that you both will get information needed to make good decisions.
* Explain the essential functions of the job, and ask the candidate if he or she can perform the essential functions with or without reasonable accommodations. (Required in the United States.)
* Make the transition to the Key Background Review section.

**Key Background Review - Education**

Educational Background (Do not seek information provided on resume.)

Grad. School: Years: Degree/Major GPA out of

College: Years: Degree/Major GPA out of

Tech. School: Years: Degree/Major GPA out of

High School: Years: Degree/Major GPA out of

Other education/training:

What were your best classes? Why?

* Make the transition to the Work Background or the planned behavioral questions.

**Key Background Review - Work**

**Work Background**

Jobs/Experience Dates

What were your major responsibilities/duties? Any change in responsibilities?

What did you like best about this position? What did you like least?

Why are you planning to leave?

* Make the transition to the planned behavioral questions.

**Key Background Review - Work**

**Work Background**

Jobs/Experience Dates

What were your major responsibilities/duties? Any change in responsibilities?

What did you like best about this position? What did you like least?

Why are you planning to leave?

* Make the transition to the planned behavioral questions.

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| Job Knowledge/Functional and Technical Skills  |
| *Definition:* ***Has the functional and technical knowledge and skills to do the job at a high level of accomplishment; keeps up with current developments and trends in area of expertise.****(See Job Description for specifics on Functional/Technical Skills)* | *Key Actions:** **Has achieved required level of knowledge and skills in position-related areas**
* **Applies knowledge and skills to meet job requirements**
* **Keeps up to date in all relevant knowledge and skills areas to meet job requirements**
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| **Interview Questions** |
| * **Ask questions based on what is required in the position (refer to Job Description)**
* Describe a project, situation. Or assignment that challenged your skills as a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. How did you manage the situation? What did you do?
* Describe a time when you successfully demonstrated your technical knowledge/(identify a specific technical skill). Contrast this with a time when you weren’t able to do so. What were the situations and what did you do differently? What were the results?
* Give me an example of a task/project/situation that demonstrated your technical expertise in \_\_\_\_\_\_\_\_\_\_\_. Walk me through what you did and what was the result.
* What training have you had in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_? Can you give me an example of how you have used this training?
* How do you keep up to date in your field or technical/functional skills? Give me an example of when you used new information on the job. What were the results?
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 **Situation Behavior Result**

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#### Job Knowledge/Functional/Technical Skills

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| Service Orientation |
| *Definition*: ***Is dedicated to meeting the expectations and requirements of internal and external customers; takes action to meet to or exceed customers’ needs and expectations, gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.*** | *Key Actions:** **Actively seeks information to understand customers’ circumstances, problems, needs, and expectations**
* **Shares information with customers to build their understanding of issues and capabilities**
* **Responds quickly to meet customer needs and resolve problems**
* **Seeks opportunities to improve the products and/or services to meet customer needs**
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| **Interview Questions** |
| * Describe a time when you took action to provide quick and thorough service in response to an internal/external customer’s request of problem? What did you do? What was the result?
* Describe a time when it was particularly important to establish a good relationship with a customer (internal or external). What did you do? What was the result?
* Tell me about your most difficult customer (internal or external). Describe a specific interaction you had with this customer. What did you do? What was the result?

Even good customers (internal or external) can make unreasonable demands. Tell me about a time when this happened to you. How did you respond? What happened?* Tell me about the most you’ve ever done to obtain information to better understand a customer. What did you do? How did the information improve your service?
* What have you done to understand a customer’s point of view about a problem? Give me a specific example. What did you do and what were the results?
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 **Situation Behavior Result**

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####  Service Orientation

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| Interpersonal Communication  |
| *Definition:* ***Relates well to all kinds of people, up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.*** | *Key Actions:** **Relates well to all people - up, down, and across - internally and externally to the School/Department**
* **Establishes rapport; builds and maintains effective working relationships Practices attentive and active listening**
* **Uses diplomacy and tact; can diffuse high-tension situations comfortably**
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| **Interview Questions** |
| * Interacting with others can be challenging at times. Tell me about the greatest challenge you faced when trying to get along with a peer, team member or other at work. What was the situation and what did you do?
* How do you get to know new coworkers, direct reports, colleagues, others? Describe a situation when you had to do this. What did you do? What were the results?
* Have you ever brought two people together who were having problems with each other?
* Tell me about a time when you built strong relationships where none existed before. What did you do? What was the result?
* Tell me about a time when your interpersonal skills were put to the toughest test. What did you do? What was the result?
* Tell me about a specific situation when you had to deal with someone who was difficult/was not collaborative/wasn’t cooperative. What did you do? What was the result?

Supervisors often have opportunities to foster positive relationships at work. Give me an example of a time when you did this. What did you do? What was the result? |

 **Situation Behavior Result**

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####  Interpersonal Communication

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| Initiating Action |
| *Definition:* ***Readily takes action with situations that need attention; identifies and acts upon opportunities to enhance results; not fearful of independently taking action when it is appropriate; is willing to volunteer their help to others when needed.*** | *Key Actions:** **Readily takes action consistent with department objectives**
* **Looks for and takes advantage of opportunities to act beyond what is required**
* **Takes independent actions when appropriate**
* **Volunteers readily**
* **Suggests methods and procedures to improve departmental operation**
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| **Interview Questions** |
| * Tell me about a time when you identified and seized an opportunity and ran with it yourself. Tell me exactly what you did and what were the results.
* Describe a time when you started something from nothing? What prompted you and what did you do?

Describe a situation in which you identified a problem and took action to correct it. What did you do and what were the results?* Tell me about the last change or improvement you initiated in your job at \_\_\_\_\_\_\_\_\_. What did you do and what was the result?
* Describe a time when you went beyond your job requirements to achieve an objective. What did you do? What happened?
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 **Situation Behavior Result**

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#### Initiating Action

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| Decision Making |
| *Definition:* ***Engages in effective problem solving by identifying and understanding issues, problems, and opportunities; comparing data from different sources; and makes good decision by using effective approaches for choosing a course of action or developing appropriate solutions; and committing to action.***  | *Key Actions*:* **Identifies issues, problems and opportunities and determines that action is needed**
* **Probes all relevant sources to better understand problem, issue or opportunities**
* **Analyzes information and generates options for addressing issue, problem or opportunity**.
* **Chooses appropriate action by evaluating options and considering implications in a timely manner**
* **Involves others as needed to ensure quality and commitment of decision**
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| **Interview Questions** |
| * Describe the most complex problem you’ve recently been asked to solve. What did you do? What alternatives did you consider? What was the result?
* Tell me about a recent problem you uncovered in your job at \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. What sources of information did you use to identify this problem? What did you do? What were the results?
* What are some of the toughest problems you ever solved on the job? Describe a specific situation. What did you do? What was the result?
* Tell me how you go about making big or critical decisions. Give me a specific example of a time when that happened. What did you do? What were the results?
* Give me an example of a good decision you made recently. What alternatives did you consider? Why was it a good decision?
* We all have made a decision we later find out was not a good one. Can you tell me about a time when that happened to you? What was the situation and what did you do? What was the result?
* How do you involve others in problem solving/decision making? Give me a specific situation when you did this. What did you do? What were the results?
* Tell me about a time when you weighed the pros and cons of a situation and decided not to take action, even though you were under pressure to do so. What was going on and what did you do and why?
* What sources of information have you used to monitor/uncover problems in your work area? Tell me about a situation when you used one of these sources. What was the result?
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 **Situation Behavior Result**

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####  Decision Making

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| Organizing and Planning |
| *Definition:* ***Accurately scopes out length and difficulty of tasks and projects; prioritizes multiple activities; identifies resources needed to get things done; breaks down work into the action steps; anticipates and adjusts for problems and roadblocks; uses time effectively; evaluates results.*** | *Key Actions*:* **Prioritizes multiple activities and assignments effectively and adjusts as appropriate**
* **Determines tasks and secures appropriate resources to get things done**
* **Uses time effectively and stays focused to ensure work is completed**
* **Meets commitments and deadlines consistently**
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| **Interview Questions** |
| * + What have you done to make your department/group/team more efficient or organized? Give me a specific example.
	+ What do you do when you are facing conflicting priorities? How did you determine the top priority? Give me a specific example. What did you do? What was the result?
	+ How do you balance several projects and tasks? Give me a specific example. What did you do?
	+ Tell me about a time when you had to coordinate resources (people, processes, departments, equipment) to complete a project/task. What was the situation? What did you do? What was the result?
	+ Tell me about the project planning/implementation that you did at your job at \_\_\_\_? Tell me more about one of those projects? Walk me through how you handled it; and describe the results of your actions.
	+ What steps do you take to make sure you/others are making progress towards objectives/completing task/projects? Give me a specific example of a time when that happened. What did you do? What were the results?
	+ Tell me about a time when you encountered a roadblock/obstacle in a project/task? What was the situation? What did you do?
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 **Situation Behavior Result**

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####  Organizing and Planning

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| Quality of Work  |
| *Definition:* ***Accomplishes duties and responsibilities by considering all aspects of the required task; accurately checking processes and procedures; ensuring a high quality output.*** | *Key Actions:** **Accurately and carefully follows process/procedures for completing work**
* **Ensures a high-quality output of work (resulting in minimal acceptable/zero errors)**
* **Attentive to all details and aspects of a job or process to ensure a complete, high quality output**.
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| **Interview Questions** |
| * Describe a process you carried out that required paying close attention or adhering to a prescribed process. How did your attention to detail pay off?
* When working on a project or task under a tight deadline or over an extended period of time, it can be difficult to maintain awareness of errors or omissions. Can you give me an example of a time when you had to work under those conditions and walk me through the steps you take to ensure a quality outcome? What was the result?
* Tell me about a time when an error or omission occurred. What was the result? And then what did you do?
* Sometimes we can identity an error or problem and correct it before it becomes an issue. Tell me about a time when this happened to you. Describe the situation and what did you do?
* Tell me about a time when you had to send out an important letter/document/report quickly and you didn’t verify the accuracy of the information. What happened? What did you do?
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 **Situation Behavior Result**

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#### Quality of Work

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| Composure  |
| *Definition:* ***Maintains stable performance under pressure or stress; Is cool under pressure; does not become defensive or irritated when times are tough; can be counted on to hold things together during tough times; can handle stress; doesn’t show frustration when resisted or blocked; handles stress and pressure in a manner that is acceptable to others and the organization.*** | Key Actions:* **Maintains effective performance under pressure**
* **Copes effectively and develops effective approaches to deal with pressure or stress**;
* **Presents a positive disposition and maintains constructive interpersonal relationships when under stress**
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| **Interview Questions** |
| * Tell me about a crisis that you had to manage. What happened and what did you do?
* Tell me about a time that you were treated unfairly and how you responded to it.
* Tell me about a time you had to deal with someone on the job who made you angry. Describe the situation. What did you do?
* Tell me about a time when someone pushed you to the limit. What did you do?
* Working with others can be challenging at times. Describe one of most stressful interactions you’ve had with someone on the job. How did you react? What did you do?

We all have times when the responsibilities of our jobs are overwhelming. Give me an example of a time when you felt overwhelmed. How did you react? What did you do? What was the result? |

 **Situation Behavior Result**

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####  Composure

# Interview Close

1. Additional Information
* **Ask**: What additional strengths do you have that we haven’t talked about?
* Review notes.
* Ask any additional questions.
1. Position/Organization/Location
* Provide information on position, the university or location.
* Give the candidate the opportunity to ask questions. (note the questions asked here.)
1. End the interview.
* Explain next steps in selection process.
* Thank the candidate for a productive interview.

**Post-interview Instructions – Performance Standard Rating**

1. Rate each ***Performance Standard***. Note your rating on the appropriate page of the Interview Guide. Ratings should reflect the following:

**5** – Much More Than Acceptable (***Significantly exceeds*** criteria for successful job performance)

**4** – More Than Acceptable (***Exceeds criteria*** for successful job performance)

**3** – Acceptable (***Meets criteria*** for successful job performance)

**2** – Less Than Acceptable (Generally ***does not meet criteria*** for successful job performance)

**1** – Much Less Than Acceptable (***Significantly below criteria*** for successful job

performance)

***Note:*** Your ratings are based on three criteria: **relevance** (how well does what they described relate to what is required in the job); **how recent** (how recent are the specific behaviors described); and **trend** (is there more than one example of a specific behavior described)

1. Transfer your ratings to the ***Candidate Review Form***.
2. Be prepared to share your behavioral examples and ratings with the other interviewers in the ***Candidate Review Session.***

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