

Technology Professional Interview Guide

Candidate name:

Sample Candidate



Percentile: 40%



Recommended

Disclaimer

Information enclosed on these pages is confidential in nature and is intended only for the person(s) to whom it pertains or other authorized individuals.

You must not rely on the information in the report as an alternative to certain advice from an appropriately qualified professional. If you have any specific questions about any specific matter you should consult an appropriately qualified professional.

Instructions

This guide provides interviewers with a standard set of questions that can be used to further evaluate important candidate competencies. Along with the interview questions, you will find instructions for how to best carry out the interview, question probes to help facilitate conversations, and a rating guide to help you score each response.

Prepare for the Interview:

In order to conduct an effective interview, appropriate preparation needs to take place. It is important to complete the following before interviewing an applicant:

- Become familiar with the competencies associated with the job and choose one or two questions from each competency to ask the interviewee.
- Review the candidate's application or resume and make note of any issues that you need to follow-up on. Some examples of potential issues are gaps in employment or working at a job for less than a year.

Greeting and Introduction:

Now you are ready to meet the applicant. When greeting the applicant, introduce yourself and provide him/her some background information about yourself. Explain the purpose of the interview, for example, 'The purpose of the interview is to determine if there is a match between your interests and qualifications and the position.' Provide the interviewee with a brief overview of the interview structure so that he/she knows what to expect. Here are some tips for structuring the interview:

- Take notes. It will make it easier to evaluate the applicants afterward without forgetting the specific details.
- Tell the applicant that there will be time at the end of the interview for any questions that he/she may have.
- At the end of the interview tell the applicant about the company and the specific job that he/she is applying for.

Ask Competency-based Interview Questions:

Now you are ready to begin asking questions. Begin with questions that you have about the interviewee's application or resume. Ask questions about his/her previous work history or any potential issues that you noticed from the resume. When these are complete, transition into the structured part of the interview by asking questions associated with competencies for the job. Probe the applicant to give you a complete answer by asking Situation, Behavior, Outcome probes.

Bring the Interview to a Close:

When all of the questions are asked, you need to close the interview. Give the applicant specific details including the job duties, hours worked, compensation, and information about the company. Sell the position and company to the applicant by emphasizing job fit, sources for job satisfaction, and opportunity for growth. Finally, close the interview by thanking the candidate for his/her time and by giving him/her a timeline for the application process.

Rate the Applicant:

The last step is to evaluate the candidate. Some tips to help you complete a good evaluation are:

- Review your notes.
- Determine ratings for the applicant on each competency as well as an overall rating by using the anchor scales.
- Determine your final recommendation.



Makes Quick Decisions



This measures the extent to which the candidate acts quickly and makes timely decisions, even ones involving risk.

Tell me about a time when a decision needed to be made but your team leader was not available to make it.

Situation: Why was it important for the decision to be made?

Behavior: Did you make the decision yourself or wait until someone else was available to decide?

Outcome: What was the result of you making (or not making) the decision?

Tell me about a time when you had to make a decision more quickly than you wanted to.

Situation: Why would you have liked to delay the decision?

Behavior: What process did you go through to make the decision?

Outcome: What was the result of your decision?

<p>Below Average</p>	<p>① ②</p>	<p>Took too long to make the decision or used excessive caution in making the decision.</p>
<p>Average</p>	<p>③</p>	<p>Made the decision in a reasonable amount of time.</p>
<p>Above Average</p>	<p>④ ⑤</p>	<p>Made the decision quickly and confidently.</p>



Maintains Good Working Relationships



This measures the extent to which the candidate puts effort into developing good relationships with others.



Tell me about a time when you established a connection with an individual who was hard to get along with.



Situation: What was the situation? In what way was the person difficult to get along with?



Behavior: What did you do to try to build a relationship with the person?



Outcome: What was the outcome? Were you successful in building a relationship with the person?



Tell me about a time when it was important for you to develop a good working relationship with a peer or a co-worker.



Situation: What was the situation? Why was it important for you to develop the relationship?



Behavior: What did you do to maintain the working relationship?



Outcome: How did the relationship benefit you?

<p>Below Average</p>	<p>① ②</p>	<p>Did not seek to improve or maintain strong relationships with others at work.</p>
<p>Average</p>	<p>③</p>	<p>Maintained strong relationships with others in immediate work group.</p>
<p>Above Average</p>	<p>④ ⑤</p>	<p>Built strong work relationships both within and outside of immediate work group.</p>

Analyzes Information



This measures the extent to which the candidate identifies key factors and integrates information to understand data or situations.

Tell me about a time when you needed to identify key information from a great deal of information.

Situation: What key information did you need to pull from all the information you had available?

Behavior: What did you do to determine what was key information and what wasn't?

Outcome: Were you able to carry out a task or answer a question using the information you pinpointed?

Tell me about a time when you had to analyze information or a situation to draw a conclusion.

Situation: What was the information or situation that you analyzed?

Behavior: What reasoning did you apply?

Outcome: What resulted from the conclusion you made?

<p>Below Average</p>	<p>① ②</p>	<p>Overlooked key pieces of information or clear connections; drew conclusions that were obvious, simplistic, or flawed.</p>
<p>Average</p>	<p>③</p>	<p>Identified and combined key information from a few sources; found important links, but failed to identify more complex, underlying connections.</p>
<p>Above Average</p>	<p>④ ⑤</p>	<p>Drew clear conclusions by finding, analyzing and combining a great deal of complex information.</p>



Critically Evaluates



This measures the extent to which the candidate critically evaluates information to identify issues.

Tell me about a time when you reviewed information and noticed issues that had not been detected.

Situation: Tell me more about the situation. What information did you review? What was the problem?

Behavior: How did you recognize the problem or issue?

Outcome: What was the result of your actions?

Tell me about a time when you challenged someone so that they considered all relevant information.

Situation: What were the circumstances leading up to the situation?

Behavior: What did you do to help the other person critically evaluate the information?

Outcome: What was the result?

<p>Below Average</p>	<p>1 2</p>	<p>Did not critically appraise the information, even though it had been questioned by others.</p>
<p>Average</p>	<p>3</p>	<p>Reviewed information carefully, and identified major mistakes or problems in others' work; questioned assumptions when significant or obvious concerns existed.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Thoroughly reviewed information and was able to identify issues that had been overlooked by others; was able to bring hidden issues to light and challenged the assumptions of others.</p>

Learns Quickly



This measures the extent to which the candidate picks up new information and techniques easily.

Tell me about a time when you were able to memorize new information the first time it was presented to you.

Situation: What information did you memorize?

Behavior: What actions did you take in order to memorize it?

Outcome: Were you able to remember the information for an extended amount of time?

Give me an example of when you had to learn a new technique quickly.

Situation: What technique did you need to learn quickly?

Behavior: What did you do to ensure you learned this new technique quickly?

Outcome: Were you able to implement the new technique in your job immediately?

<p>Below Average</p>	<p>① ②</p>	<p>Struggled to learn, integrate or use new information without help and repeated contact.</p>
<p>Average</p>	<p>③</p>	<p>Integrated and learned new information and techniques but only after some practice.</p>
<p>Above Average</p>	<p>④ ⑤</p>	<p>Quickly found, learned and integrated key information, even with little to no practice with the new material.</p>



Generates New Ideas



This measures the extent to which the candidate creates innovative approaches.

Tell me about a time when you used a creative approach to solve a problem or issue.

Situation: What was the problem or issue?

Behavior: How did you generate this new approach?

Outcome: What were the results of your actions?

Tell me about a time you offered a novel idea or viewpoint to a co-worker or group.

Situation: What prompted you to share the idea?

Behavior: What idea or viewpoint did you offer and what made it novel?

Outcome: How was your idea received?

<p>Below Average</p>	<p>① ②</p>	<p>Proposed out of date ideas or methods that lack creativity.</p>
<p>Average</p>	<p>③</p>	<p>Recognized when long standing methods or procedures were no longer effective and came up with new options.</p>
<p>Above Average</p>	<p>④ ⑤</p>	<p>Shared a fresh viewpoint and easily came up with innovative and creative methods or approaches.</p>



Uses Time Efficiently



This measures the extent to which the candidate manages own time and delivers work on schedule.



Give me an example of a time when you had to manage multiple tasks at work.



Situation: What were the tasks?



Behavior: How did you prioritize your time? How did you define your daily objectives?



Outcome: Were you able to complete all of the tasks on time? What would you have done differently?



Give me an example of a time when you needed good time management skills to complete a task.



Situation: What did the project involve?



Behavior: How did you structure your time? What issues did you consider?



Outcome: What was the outcome? Were you satisfied with how it turned out?

<p>Below Average</p>	<p>1 2</p>	<p>Did not manage time well, prioritize and deliver work on time.</p>
<p>Average</p>	<p>3</p>	<p>Managed time well on a particular task, was able to prioritize to deliver work on time.</p>
<p>Above Average</p>	<p>4 5</p>	<p>Demonstrated effective use of time management skills; delivered work on time to high quality standards.</p>



Works to High Quality Standards



This measures the extent to which the candidate completes every task with a high degree of quality.

Give me an example of a situation when you did not compromise quality standards on an assignment or task.

Situation: What was the assignment or task?

Behavior: What did you do to ensure that quality standards were met?

Outcome: Did you deliver quality results overall? How did you know the quality was appreciated?

Tell me about a time when you took steps to ensure that you delivered high quality work.

Situation: What was the task or assignment?

Behavior: What did you do to ensure that quality standards were met?

Outcome: What was the result?

<p>Below Average</p>	<p>① ②</p>	<p>Did not recognize the importance of delivering quality work; was prepared to compromise standards.</p>
<p>Average</p>	<p>③</p>	<p>Was able to clearly define and deliver to quality standards.</p>
<p>Above Average</p>	<p>④ ⑤</p>	<p>Was able to set high quality standards or address situations where standards had been compromised.</p>



Adapts to Change



This measures the extent to which the candidate accepts and adapts to changes without difficulty.

Tell me about a time when you had to change how you dealt with something.

Situation: What was the situation that needed to be dealt with differently?

Behavior: What did you do to make sure you changed your approach effectively?

Outcome: How did the situation turn out? Were you successful?

Tell me about a time when you had to deal with a plan changing unexpectedly or at short notice.

Situation: What was the situation?

Behavior: How did you deal with the challenge?

Outcome: How do you plan to apply what you learned in this situation?

<p>Below Average</p>	<p>① ②</p>	<p>Felt pressured when required to alter one's usual approach to work.</p>
<p>Average</p>	<p>③</p>	<p>Adjusted well to change and maintained normal productivity at work.</p>
<p>Above Average</p>	<p>④ ⑤</p>	<p>Felt energized by change; adjusted easily to changes in the environment.</p>



Strives to Achieve



This measures the extent to which the candidate sets demanding goals and makes a determined effort to meet or exceed them.

Tell me about your most important career objective.

Situation: When did you set this goal? Why is it so important to you?

Behavior: What you have done to try to achieve this objective?

Outcome: What progress have you made?

Give me an example of the most challenging goal you set for yourself and how you went about trying to achieve it.

Situation: What was the situation? What was the goal?

Behavior: What did you do to achieve them?

Outcome: What was the outcome?

<p>Below Average</p>	<p>① ②</p>	<p>Showed little evidence of a drive to succeed; may have expended only minimal energy or time to complete work.</p>
<p>Average</p>	<p>③</p>	<p>Put forth enough effort to accomplish goals.</p>
<p>Above Average</p>	<p>④ ⑤</p>	<p>Set and achieved challenging goals and persisted with extra effort.</p>