Interview Guide
for Interviewer  B
Estimated length:  65 minutes (Expert)

Vanderbilt - Technical Job Family

Vanderbilt University
Technical Job Family

Interviewer Name

Candidate Name

Interview Date

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Interview Guide - Technical Job Family

Preparation Checklist
1. Review application materials, including resume (curriculum vitae) and any application forms.
2. Prepare to conduct the Key Background Review, if included.
   - Note any jobs/experiences on which you are unclear or would like more information.
   - Note any gaps in employment.
3. Prepare the Planned Behavioral Questions section.
   - Review the dimension definitions and key actions.
   - Modify questions to better fit the candidate’s experience.
   - Decide if the order of the questions should be changed; develop additional questions if necessary.
4. Prepare the Motivational Fit question page(s), if included.
   - Review the Job Fit definition and significant facets.
   - Review the Location Fit definition and characteristics.
   - Compare the location characteristics to the candidate’s information and mark which ones you will explore during the interview.
   - Modify the questions to find out possible matches/mismatches between job facets and location characteristics and the candidate’s preferences.
5. Estimate the time needed to cover each section of the Interview Guide.

Outline for Opening the Interview
1. Greet the candidate, giving your name and position.
2. Explain the interview’s purpose:
   - To acquaint interviewer and candidate.
   - To learn more about the candidate’s background and experience.
   - To help the candidate understand the position and organization.
3. Describe the interview plan:
   - Briefly review jobs/experiences.
   - Ask questions to get specific information about those jobs/experiences.
   - Provide information about position and organization.
   - Answer candidate’s questions about the position and organization.
   - Point out that you both will get information needed to make good decisions.
   - Indicate that you will be taking notes.
4. Explain the job’s essential functions and ask if the candidate can perform the essential functions. (Required in the United States.)
5. Make the transition to the Key Background Review.
## Key Background Review

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

<table>
<thead>
<tr>
<th>1. Graduate School</th>
<th>Years</th>
<th>Degree/Major</th>
<th>GPA out of</th>
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<th>2. College</th>
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<th>3. Technical School</th>
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<th>4. High School</th>
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<th>5. Other education/training</th>
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<tr>
<th>6. What were your best classes? Why?</th>
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<th>7. What were your worst classes? Why?</th>
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<th>8. What were your proudest accomplishments during school?</th>
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### Communication:

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Key Background Review

Work Background

1. Job/Experience _________________________________   Dates _______________________________

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

3. What did/do you like best about the position? What did/do you like least?

4. Why did you (or why are you planning to) leave?

Communication:
Technical / Professional Knowledge
Having achieved a satisfactory level of technical and professional skill or knowledge in position-related areas; keeping up with current developments and trends in areas of expertise.

Key Actions
— Understands technical terminology and developments
— Knows how to apply a technical skill or procedure
— Knows when to apply a technical skill or procedure
— Performs complex tasks in area of expertise

Planned Behavioral Questions
1. Describe a time when you successfully demonstrated your technical knowledge. Contrast this with a time when you weren’t able to do so. What did you do differently?
2. Tell me about the most complex technical assignment or project you’ve worked on. What was your role?
3. Describe a project, situation, or assignment that challenged your skills as a __________. How did you handle the situation?

<table>
<thead>
<tr>
<th>Situation/Task</th>
<th>Action</th>
<th>Result</th>
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Communication: Technical / Professional Knowledge Rating: ______
Customer Focus

Making customers and their needs a primary focus of one’s actions; developing and sustaining productive customer relationships.

Key Actions
—Seeks to understand customers
—Educates customers
—Builds collaborative relationships
—Takes action to meet customer needs and concerns
—Sets up customer feedback systems

Planned Behavioral Questions

1. Describe a time when you took action to provide quick and thorough service in response to an internal/external customer’s request or problem.

2. Tell me about your most difficult customer. Describe a specific interaction you had with this customer. [Listen for attitude and approach.]

3. Describe a time when you had to ask questions and listen carefully to clarify the exact nature of an internal/external customer’s problem.

Communication:

Customer Focus Rating: ______
Decision Making

Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences.

Key Actions
—Identifies issues, problems, and opportunities
—Gathers information
—Interprets information
—Generates alternatives
—Chooses appropriate action
—Commits to action
—Involves others

Planned Behavioral Questions

1. What sources of information have you used to solve problems? Tell me about a time when you used one of those sources. [Listen for effective use of information.]

2. We’ve all tried to solve a problem on our own only to discover that others needed to be aware of the situation and involved in the solution. Give me an example of when you took full responsibility for solving a problem but later found out that you really should have included others in the process.

3. Describe a complicated problem you have had to deal with on your job. How did you identify or gain a better understanding of that problem?

★ Situation/Task
Action
Result

Communication:

Decision Making Rating: _____
Quality Orientation

Assuming responsibility and accountability for checking accuracy and successfully completing assignments or tasks, no matter how small; self-imposing standards of excellence rather than having standards imposed.

Key Actions

—Follows procedures
—Takes action
—Sets standards for excellence
—Ensures high-quality output
—Takes responsibility
—Encourages others to take responsibility

Planned Behavioral Questions

1. Tell me about a time when the details of something you were doing were especially important. How did you keep track of them?

2. We’ve all had occasions when we were working on something and overlooked a detail. Give me an example of when this happened to you. What was the result?

3. Describe a time when you identified an error, problem, defect that had escaped others’ attention. What did you do? What happened?

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<thead>
<tr>
<th>Situation/Task</th>
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<th>Result</th>
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</table>

Communication: Quality Orientation Rating: _____
Planning and Organizing

Establishing courses of action for self and others to ensure that work is completed efficiently.

Key Actions
—Prioritizes
—Determines tasks and resources
—Schedules
—Leverages resources
—Stays focused

Planned Behavioral Questions

1. We’ve all been faced with idle time on the job because of some unforeseen event (unexpected delays, etc.). Tell me about the last time this happened to you. What did you do?
2. Deadlines can’t always be met. Tell me about a time when you missed a deadline on a project. What were the causes?
3. We are often too busy to plan future activities. Tell me about a time when you were so busy you reacted to situations rather than planned for them.

<table>
<thead>
<tr>
<th>Situation/Task</th>
<th>Action</th>
<th>Result</th>
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</table>

Planning and Organizing Rating: _____
Job Fit

The extent to which activities and responsibilities available in the job are consistent with activities and responsibilities that result in personal satisfaction; the degree to which the work itself is personally satisfying.

Many opportunities for:
Details, Task Variety, Challenging Work, Complexity, Achievement

Few/No opportunities for:
Travel, Commission, Compensation, Formal Recognition, Entrepreneurialism

Questions

1. When were you most satisfied/dissatisfied in your work? What was most satisfying/dissatisfying about that?

2. [Challenging Work] Tell me about one of the most difficult and demanding tasks you have had. How satisfied/dissatisfied were you with that?

3. [Formal Recognition] Tell me about a time when your achievements were not formally recognized with plaques, awards, and/or ceremonies. How satisfied/dissatisfied were you with that?

| When Satisfied/Dissatisfied | What was Satisfying/Dissatisfying | Why was it Satisfying/Dissatisfying |

Job Fit Rating: ______

Communication:

Job Fit Rating: ______
Interview Close

Final Checklist

1. Introduce the buy-time question.
   —"I’m going to ask a question that I’d like you to think about for a few minutes before answering. While you’re thinking, I’ll review my notes to see if there is other information that I need. The question is:
     I’d like you to think about the greatest on-the-job challenge you met successfully and the greatest challenge you failed to meet."

2. Review notes
   —While the candidate is thinking about the question, review your notes to identify any area where more information is needed, or information needs clarification.

3. Buy-time answer
   —Ask for the candidate’s answer to the buy-time question.

4. Additional questions
   —Ask any additional questions based on the review of your notes.
Interview Close (continued)

5. Simulation (if used)
   —Introduce simulation.
     —"The next part of the interview will give you an opportunity to
       demonstrate your skills."
   —Give an overview of the simulation process.
   —Conduct simulation.

6. Position/Organization/Location
   —Provide information on position, organization, or location. If you are the last
     interviewer, check the candidate’s understanding of these areas. (Note
     anything that appears to match or conflict with the candidate’s stated
     motivations and preferences.)
   —Give candidate the opportunity to ask questions. (Note the questions asked
     here.)

7. End the interview.
   —Explain next steps in selection process
   —Thank the candidate for a productive interview.
**Post-interview Instructions**

**Complete each step after the interview.**

1. Identify complete STARs throughout the Interview Guide.
2. Categorize STARs into appropriate dimensions.
3. Indicate whether each STAR is effective (+) or ineffective (-).
4. Consider the weight of each STAR according to its recency, impact, and similarity to the target job.
5. Determine the rating for each dimension. Record it on the line in the lower right corner of each page.

**Use the following scale:**

1. Much less than Acceptable
2. Less than Acceptable
3. Acceptable
4. More than Acceptable
5. Much more than Acceptable

**Additional Ratings:**

N  No opportunity to observe or assess
W  Weak/Want more data (for example, 4W)
SH  Too High

6. Evaluate the applicant’s behavior in the following observable dimension(s).
   Review your notes and determine whether the applicant’s behavior in each dimension’s key actions was effective (+), neutral (/), or ineffective/absent (-).
   Then, use the scale from step 5 above to rate the applicant’s behavior in the dimension(s). Write the rating on the line provided.

**Communication**

Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.

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**Rating:**

1. Organizes the communication
2. Maintains audience attention
3. Adjusts to the audience
4. Ensures understanding
5. Adheres to accepted conventions
6. Comprehends communication from others

*Communication Rating: _____*
# Dimension Coverage Grid

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Interviewer A</th>
<th>Interviewer B (Expert)</th>
<th>Interviewer C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Job Fit</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>2. Communication</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>3. Technical / Professional Knowledge</td>
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<td>4. Customer Focus</td>
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<td>5. Adaptability</td>
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<td>6. Decision Making</td>
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<td>7. Quality Orientation</td>
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<td>8. Continuous Improvement</td>
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<td>9. Coaching</td>
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<td>10. Planning and Organizing</td>
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<td>11. Contributing to Team Success</td>
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<tr>
<td>12. Continuous Learning</td>
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