**Sample Interview Guide**

**DATE**

Candidate’s Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Interviewer’s Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Position**:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Outline for opening the interview:**

\_\_\_\_ Greet the applicant, giving your name and position.

\_\_\_\_ Briefly explain the job and its requirements.

\_\_\_\_ Describe the structured interview process.

1. Brief review of past jobs/experiences
2. Questions to get specific information about those jobs/experiences
3. Answer applicant’s questions about position and organization
4. Both will benefit from using this plan
5. Will be taking notes
6. May interrupt occasionally due to time limitations

**Key Background Review**

*Use these questions to gain understanding of knowledge/skills/abilities, as well as motivational fit.*

What are your primary job responsibilities in your current position, and what has changed over the past year?

**Initiative:** Asserting one’s influence over events to achieve goals; self-starting rather than accepting passively; taking action to achieve goals beyond what is required; being proactive.

1. What has been your greatest achievement in the last 5 years? What steps did you take to achieve it?

S/T

A

R

Ranking:\_\_\_\_\_

**Collaboration:** Working effectively with others in the organization outside the line of formal authority (such as peers in other units or senior management) to accomplish organizational goals and to identify and resolve problems.

1. Tell me about a time when you worked with a department outside your own to get a project completed. What did you do to complete the project?

ST

A

R Ranking:\_\_\_\_\_

**Innovation:** Generating creative solutions to work situations; trying different and novel ways to deal with organizational problems and opportunities.

1. How have you changed the job since coming to \_\_\_\_? Why and how did you make these changes?

ST

A

R

Ranking:\_\_\_\_\_

**Judgement:** Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into consideration resources, constraints, and organizational values**.**

1. Describe the last time you made a difficult decision on the job. What facts did you consider? How long did it take you to decide?

ST

A

R

Ranking:\_\_\_\_\_

**Individual Leadership:** Using appropriate interpersonal styles and methods to inspire and guide individuals (subordinates, peers, and superiors) toward goal achievement; modifying behavior to accommodate tasks, situations, and individuals involved.

1. When have you inspired someone to work hard to do a better job? How did you do that?

ST

A

R

 Ranking \_\_\_\_\_\_\_

**Strategic Planning:** Establishing a course of action to accomplish a long-range goal or vision; allocating resources-human, material, financial; defining intermediate goals and contingencies.

1. Have you ever allocated financial resources to accomplish a long-range goal? Give an example.

ST

A

R

 Ranking\_\_\_\_\_

**Quantity of Work:** Produces an appropriate quantity of work; does not get bogged down in unnecessary detail; able to manage multiple projects; able to determine project urgency in a meaningful and practical way; organizes and schedules people and tasks.

1. Describe the system you use for keeping track of multiple projects. How do you track your progress so that you can meet deadlines? How do you stay focused?

ST

A

R

 Ranking:\_\_\_\_\_\_\_

**Work Prioritization & Management:** Establishing a course of action for self and/or others to accomplish a specific goal; planning proper assignments of personnel and appropriate allocation of resources. Organizes work, set priorities, and determines resources requirements; determines necessary sequence of activities needed to achieve goals.

1. Give a recent example when you missed a deadline on an assignment. What were the causes? What did you do?

ST

A

R Ranking\_\_\_\_\_\_

**Interview Close**

1. Ask any additional questions
2. Give applicant the opportunity to ask questions
3. Explain next step in selection process
4. Thank applicant and dismiss
5. Compare applicants and scores.
6. Total the score on the Interview guides
7. Combine Scores

**Criteria Ratings**

**Rating scale:**

5 = skill/knowledge level **significantly exceeds** position requirement and provides very strong evidence that the competency is present.

4 = skill/knowledge level **exceeds** position requirementand provides strong evidence that the competency is present.

3 = skills and knowledge level **meets** position requirementand provides evidence that the competency is present.(solid performer)

2 = skill/knowledge level is at or **below minimum acceptable** position requirement and provides evidence that the competency is **not** present.

1 = skill/knowledge level is **much lower** than position requirement.

N = not discussed, or candidate has not demonstrated experience in this area

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Criteria Categories**  | **Rating** | **Weight** | **Points** |
| 1 | Initiative |  | 3 |  |
| 2 | Collaboration |  | 1 |  |
| 3 | Innovation |  | 3 |  |
| 4 | Judgement |  | 2 |  |
| 5 | Individual Leadership |  | 2 |  |
| 6 | Strategic Planning |  | 1 |  |
| 7 | Quantity of Work |  | 2 |  |
| 8 | Work Prioritization & Management |  | 3 |  |
|  | **Total** |  |  |  |

**Applicant’s Name:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **Date** \_\_\_\_\_\_\_\_\_\_\_\_