

# Interview Instructions and Standards

The attached *Interview Guide* was created to standardize and direct interviews for (Company name) IT Professional Level positions. Use this guide to help you interview individuals effectively and thoroughly.

## Instructions

The *Interview Guide* includes two to three interview questions for each competency category (for example, *Client Focus*). Also supplied are behaviors to look for in the individual's responses for that competency. Be sure to ask one or more questions under each competency category; it may not be necessary for you to ask all of the supplied questions for each category – in many cases, you may be satisfied with the pattern of responses you obtain by using only one or more of the questions under each competency. This way you have the flexibility to focus your interview appropriately to obtain high quality information in a short amount of time.

## Comments/Rating

In the *Comments* section, please make notes to support your observations and judgments about the individual's skills as related to that particular competency. Make a rating, from *Low* to *High*, for each competency, using these standards:

- **Low:** the person's response contained very few of the behaviors listed under the *Look for . . .* section for that competency. Either the behaviors he/she discussed were not at, or even close to, the level indicated in the *Look for . . .* section, or the person did not give you enough information for you to have confidence that he/she has that competency at the level needed for success.
- **Medium:** the person's response covered some of the behaviors under the *Look for . . .* section, but not quite at the level that would be ideal for that competency. Still, the quality of the person's answers leads you to believe that he/she would be successful with some additional exposure and/or training.
- **High:** the person's response contained many, if not all, of the behaviors under the *Look for . . .* section. The person's responses indicate well-developed skills and aptitude for that competency, which would lead to job success. The person's responses are of superior quality.

## Overall

Your overall rating should reflect your individual competency ratings. Thank you for interviewing for these positions!

# IT Professional

Candidate/date: \_\_\_\_\_

## Best Practices Orientation

Interview Questions	Look for . . .	Comments/Rating
<p><b>Describe an important work objective you worked hard to meet – how did you know when, or even if, you were successful?</b></p> <p><b>Tell me about a specific work process, or procedure, that you either recommended, or put in place.</b></p>	<p>Examples that show personal initiative to set his/her own standards, rather than looking to others to do this.</p> <p>Actions aimed at process improvement and efficiency; desire to make things work better; strong bias for continuous improvement.</p>	<p>Low                  Medium                  High</p> <hr/>

## Business and Organizational Knowledge

Interview Questions	Look for . . .	Comments/Rating
<p><b>Tell me about the last project you worked on and how it supported a larger, perhaps more long-term, company goal.</b></p> <p><b>Tell me about a time when your understanding of the organization and how it works ended up being key to success.</b></p> <p><b>Describe a time when, you have to admit, the project you were working on was not properly addressing the needs of your client group. What did you do about it?</b></p>	<p>An understanding of the larger picture; interest in learning more about the business, rather than just own area of expertise; clarity around the connection between his/her own work and what the business is doing and where it is headed.</p> <p>A keen understanding and appreciation of the necessity and value of organizational realities, structure, and people issues.</p> <p>View of clients' needs as paramount; strives to align IT functionality with key client objectives; continually questions if objectives are being properly served.</p>	<p>Low                  Medium                  High</p> <hr/>

## Client Focus

Interview Questions	Look for . . .	Comments/Rating
<p><b>How have you continued to improve service in your area? To what extent are you satisfied with your current level of service?</b></p> <p><b>Tell me about an impossible deadline you had to meet. What did you find you could you anticipate <u>in advance</u> vs. <u>respond to</u> as things played out? What did you learn from that this?</b></p>	<p>Intense focus on continually upgrading and improving service; views continual improvement as a service necessity.</p> <p>View of tight deadlines as problems to be solved; formulates sound contingency plans to head-off obstacles and save time; flexible enough to know that not every contingency can be anticipated.</p>	<p>(cont. next page . . .)</p>

<p><b>Give me some examples of ways you've found to learn more about your clients' business. Why spend time on this?</b></p>	<p>Understanding of the value of getting close to the client and learning the business as key to excellent, on-target service; use of a variety of methods (observation, socializing, reading, sitting in on meetings/calls, spending time, etc).</p>	<p>Low                  Medium                  High</p> <hr/>
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### Collaboration / Teamwork

Interview Questions	Look for . . .	Comments/Rating
<p><b>Tell me about a time when you felt it important to share WHY you did something (rather than just WHAT you did) so that others would understand the whole picture.</b></p> <p><b>Describe a team you were on and tell me about brainstorming with that group. What was your role and contribution?</b></p>	<p>Expressiveness; open with information and happy to explain reasoning behind decisions so that others can expand their knowledge and see the bigger picture.</p> <p>Comfort in a team environment; no hesitation in speaking up as well as supporting others; enthusiastic about team achievements.</p>	<p>Low                  Medium                  High</p> <hr/>

### Communication

Interview Questions	Look for . . .	Comments/Rating
<p><b>Describe an interaction you had with someone non-technical. What did you need to communicate, and how did you do it?</b></p> <p><b>Discussing technical matters can be challenging . . . sometimes it is tough to be concise, yet clear, when communicating with users, or clients. Give me an example to illustrate how you manage to stay on track without digressing too much.</b></p> <p><b>Describe a presentation (or a report) you made recently. What was it about, and who was your audience?</b></p>	<p>A patient, non-threatening communication style that can be adjusted depending on the audience; puts others at ease.</p> <p>Striking the right balance between verbosity and brevity; listens well; is efficient in his/her communications; keeps others appropriately well-informed.</p> <p>Effective as a presenter/writer.</p>	<p>Low                  Medium                  High</p> <hr/>

### Flexibility & Change Management

Interview Questions	Look for . . .	Comments/Rating
<p><b>Tell me about a time when you had to quickly adjust your plans to accommodate a change that came out of nowhere.</b></p>	<p>Acceptance of change as normal and natural in business; flexible in responding non-critically and with agility to meet new business issues and priorities.</p>	<p style="text-align: right;">(cont. next page . . .)</p>

<b>Constant change can be unnerving – give me an example of a tough change you went through recently and how you dealt with it.</b>	Patience in responding and reacting to change; not easily thrown off; can re-focus and re-set priorities fairly quickly; sees the up-sides of change.	<p style="text-align: center;">Low                      Medium                      High</p> <hr style="width: 100%;"/>
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### Leadership

Interview Questions	Look for . . .	Comments/Rating
<p><b>Tell me about experiences you've had guiding others in their development.</b></p> <p><b>Tell me about a time when you actively solicited feedback that you knew was going to be negative. What did you do?</b></p> <p><b>Describe a time when your accountability for a program or project expanded beyond your initial expectations.</b></p>	<p>Coaching ability; enjoys encouraging others to learn and acquire new knowledge and skills.</p> <p>A need for candid feedback without taking criticism personally; sees the larger picture and uses feedback to make improvements and get better.</p> <p>Willingness to take on more responsibility to help the organization succeed; strong sense of personal accountability and ownership.</p>	<p style="text-align: center;">Low                      Medium                      High</p> <hr style="width: 100%;"/>

### Learning Orientation

Interview Questions	Look for . . .	Comments/Rating
<p><b>What assignments have you pursued this year to build or deepen your technical expertise, or knowledge?</b></p> <p><b>What "soft skills" (e.g. interpersonal, communication, management skills) are you working on right now and how are you doing it?</b></p> <p><b>How do you stay up-to-date in your field with so much going on?</b></p>	<p>A proactive approach to self-development; seeks assignments that will deepen, expand, or round-out his/her knowledge base.</p> <p>Acknowledgement that "soft skills" are important to success; has a strategy to upgrade own soft skills through coaching, mentoring, classes, etc.</p> <p>A thirst for new knowledge; savvy about trends and cross-industry developments, issues and problems.</p>	<p style="text-align: center;">Low                      Medium                      High</p> <hr style="width: 100%;"/>

### Problem-Solving / Analytical Skills

Interview Questions	Look for . . .	Comments/Rating
<p><b>Tell me about a time when you solved a problem that others around you just couldn't solve.</b></p> <p><b>Give me an example of a difficult problem you encountered – how did you take it apart and begin working on a solution?</b></p>	<p>Enjoyment of the challenge that difficult problems pose and eagerness to find solutions.</p> <p>Innovative solutions to difficult problems; looking at patterns, and beyond the obvious; logical and systematic thought processes.</p>	

