


Selection Interview Guide

 **BEFORE** Prepare before

 **DURING** Complete during

 **AFTER** Complete after

INTERVIEW INFORMATION

 **BEFORE**

Candidate's name: Jane Smith

Date: June 20th

Position hiring for: Product Manager

Time: 2:30pm

Interviewer: Tom Jones

NOTES FROM JOB DESCRIPTION

 **BEFORE**

Observable skills/knowledge/abilities critical to the job:

Motivation/Achievement: Works hard to accomplish tasks and overcome obstacles.

Decision Making/Judgment: Making effective, realistic decisions within organizational guidelines based upon analysis, wisdom and experience.

Following Procedures: Follows established policies and procedures.

Resourcefulness: Ability to find resources or create innovative solutions to problems.

NOTES FROM THE RESUME

 **BEFORE**

Documented Examples of Skills

Related Work Experience

Red Flags – Areas to Probe

ESTABLISH RAPPORT

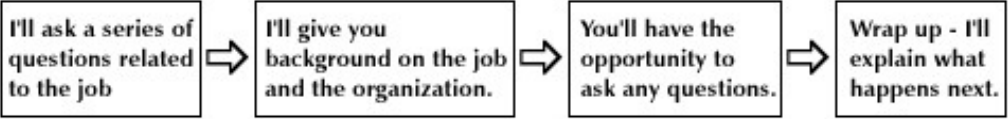
 **DURING**

SET THE INTERVIEW AGENDA

 DURING

Explain the Interview:

- Total interview time will be _____
- Process



- Discuss expected behavior
Interviewer: I will take notes to evaluate you fairly. I may ask you to repeat so I can fully understand.
Candidate: Take your time in responding to questions. Take notes on any questions you have. (Offer paper and pencil.)

ASK INTERVIEW QUESTIONS

 DURING

EVALUATE RESPONSES

 DURING

Motivation/Achievement – Takes initiative; overcomes obstacles to accomplish tasks.

"Describe a recent time when you were required to motivate yourself to get something done. What did you do?"

Situation	Action	Outcome

"Tell me about the situation in the last six months where you worked the hardest."

Situation	Action	Outcome

Decision Making/Judgment – Effectiveness of decisions; willingness to make decisions, involving others when appropriate; sought for his/her advice.

"Describe the best work decision you have made in the last six months."

Situation	Action	Outcome

"Describe a decision where you involved many people in the process. How did you go about involving everyone?"

Situation	Action	Outcome

Following Procedures – Ability to follow and enforce policies and procedures.

"All jobs have some unpleasant tasks. Recall for me the most unpleasant task you were required to do at work."

Situation	Action	Outcome

"Describe a time when you chose not to follow a company procedure or policy. Why? What did you do?"

Situation	Action	Outcome

Resourcefulness – Develops new solutions to problems; overcomes obstacles.

"Describe a recent situation at work where you overcame major obstacles to get something done."

Situation	Action	Outcome

Interviewer's Evaluation of Potential Candidate

Candidate's Name:	Jane Smith	Open Position:	Product Manager
Interviewer:	Tom Jones	Interview Date:	June 20th 2:30pm
Position Location:	HQ, Sunnyvale		

Complete this evaluation form after each interview. Please keep specific requirements of position in mind and rate only those items that relate to position requirements.

Candidate is: Internal Candidate Managerial
 External Candidate Other (Please Specify) _____

Skill Categories	Above Average	Meets Requirements	Below Minimum Requirements	N/A
Motivation/Achievement Works hard to accomplish tasks and overcome obstacles.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Decision Making/Judgment Making effective, realistic decisions within organizational guidelines based upon analysis, wisdom and experience.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Following Procedures Follows established policies and procedures.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Resourcefulness Ability to find resources or create innovative solutions to problems.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Personal attributes Consider this individual's personality, attitude, and motivation with reference to the requirements of the job. Will this individual be an asset in this position?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ability to handle responsibility Does the candidate seem to have the ability/capabilities to handle the responsibilities of this position?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Communication skills Does the candidate have the communication skills to obtain full cooperation from subordinates, to work effectively with fellow managers, superiors, and, if applicable, customers or vendors?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Recommendation: Recommend For Hire Not a Match No Decision Yet

Please provide your overall opinion of candidate and any additional comments on any of the above areas.

Interviewer's Signature

Title

Date