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| Interview Guide |
| **Position:** Base Template  **Candidate Name:** xxxx  **Source**: xxxx  **Date:** mm/dd/yyyy  **Step:** Initial Screening |

Key traits

For this position, certain traits are inherent to success. Outline those traits below.

**Notes:**

# Resume REVIEW

**Guidance:**

1. Outline what is specifically being looked at in resume review
2. *Ex: Mentions solving problems, not simply completing tasks*

**Reviewed By:** [xxxx]

**Reviewed On:** [*yyyy-mm-dd*]

**Next Steps After Interview:** Debrief with position lead

**Notes:**

# Initial screening

The goal of the initial screen is to determine if the candidate possesses a cultural fit and can communicate effectively.

**Screened By:** [xxxx]

**Screened On:** [*yyyy-mm-dd*]

**Next Steps After Interview:** Debrief with position lead

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| **Questions** |
| 1. Tell me about yourself. 2. Why are you interested in this position? 3. Can you tell me about where you are in your job search – and what you hope to accomplish? 4. Tell me about a time you worked on a team.    1. Was your team able to complete the project successfully?    2. What role did you play?    3. Looking back, would you have preferred a different role?       1. Why or why not? 5. What is your favorite thing to do / favorite class and why?? 6. Any concerns with travel to the office or extended travel to clients? 7. What questions can I answer for you?    1. \*If you cannot answer, tell candidate to save for next screening |
| **Additional Questions** |
| *Any additional questions that were asked by the interviewer* |
| **Notes** |
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# Secondary screening

The secondary screening consists of targeted questions directed at the specific position. These questions should be predefined. Not all the questions need to be asked. Choose a subset.

**Screened By:** [xxxx]

**Screened On:** [*yyyy-mm-dd*]

**Next Steps After Interview:** Debrief with position lead

**Interviewer Guidance:**

1. It is not required to tell the candidate if they were correct or their grade
2. If you are unsure if the candidate is correct, note the response
3. If possible, note the response in the same cell as the grade with a quick note
4. Candidate can respond with an example or definition. Understanding the concept is more important than understanding a formal definition (in many cases, not all)

**Scoring:**

1. Allows for partially correct answers, demonstrating understanding but not mastery
2. Leads to a total score

|  |  |
| --- | --- |
| **Grade** | **Description** |
| Below | Below expectation for position. Answer was incorrect or partially correct. |
| Meets | Meets the expectation for the position. Answer was correct or for conceptual questions, as expected. |
| Exceeds | Exceeds expectation for position. Demonstrated advanced knowledge of the concept/topic |

**Questions:**

\*\*\*Format will vary\*\*\*

|  |  |  |  |
| --- | --- | --- | --- |
| **Difficulty** | **Question / Concept** | **Acceptable Answers** | **Grade** |
|  |  |  |  |

On-Site “case”

Gauge position specific expertise and problem-solving skills by using a “case”. Questions and scenarios for on-site interview. Format in a way that allows for varying degrees of difficulty in the questioning. For some positions, degree of difficulty may not apply.

\*\*\*Varies by position greatly\*\*\*

**Examples**

1. Analytics: design a dashboard to solve a problem
2. Development: Code sample walk through. Developer bring a sample of theirs and walk through a predefined sample provided by us
3. Solution Architect: Provide a problem statement and parameters of the project. How would they design the solution?
4. Business Analyst: Question they would ask given a request from a client. How do they gather requirements?
5. QA Tester: How would they go about testing a specific example
6. Helpdesk: Describe in depth how they would solve a problem if there was no one there to support them

On-SITE INTERVIEW

To ensure that we are making the most of our short time with these candidates, team members will assume different roles in the interview. These roles will evaluate specific skills by asking predefined questions. We are all working towards answering the same question “Should we hire this candidate?” using the key traits to drive that question.

# Order of Interview

[Define the order of the interview]

Baseline roles include the following:

1. Cultural-Fit #1
2. Position-Fit
3. Interest-Fit
4. Cultural-Fit #2
5. Leadership Wrap-Up

# Fit Rating

|  |  |  |  |
| --- | --- | --- | --- |
| **Interviewer Role** | **Trait** | **Score (0-5)** | **Comments (why this score)** |
| Interest-Fit | Trait 1 |  |  |
| Interest-Fit | Trait 2 |  |  |
| Position-Fit | Trait 1 |  |  |
| Position-Fit | Trait 2 |  |  |
| Position-Fit | Trait 5 |  |  |
| Cultural-Fit | Trait 3 |  |  |
| Cultural-Fit | Trait 4 |  |  |
| Leadership Recap | N/A |  |  |
|  | **Total** |  |  |

# Interest-Fit

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| --- | --- | --- | --- |
| **Purpose** | **#** | **Interviewer Candidate** | **Interviewer** |
| Gauge a candidate’s interest in what we do by showing examples of current work | 2 | Junior/Senior  (future peer) | [xxxx] |
| **Questions we are trying to answer** | | | |
| 1. Does the candidate have interest in what we do? 2. Do they ask good questions? 3. Do they listen effectively and can speak to what was shown if asked? 4. Do you get along with the person? 5. Can this person work with a team? | | | |
| **Questions to Ask** | | | |
| POSITION SPECIFIC | | | |
| **Notes** | | | |
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# POSITION-Fit

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| --- | --- | --- | --- |
| **Purpose** | **#** | **Interviewer Candidate** | **Interviewer** |
| Evaluate the position competency of the candidate. | 1 | [dependent on position] | [xxxx] |
| **Questions we are trying to answer** | | | |
| 1. Does this candidate possess the position competency? 2. Can they learn and think creatively? 3. Are they able to pull from past experiences? 4. Can they explain core concepts or are they more practical? 5. Can this person fill a need? | | | |
| **Questions to Ask** | | | |
| See “On-Site Case”  In addition, consider these questions:   1. Tell me about a job experience (or class project) where you learned the most.    1. What was challenging about this?    2. How did you learn what you needed to complete the task? 2. Tell me about your favorite professor or supervisor. What did you like about his/her teaching style? (Goal is to begin to gauge how independently this candidate can learn, or if he/she needs to be shown every step.) 3. How do you ensure you are continuously learning and growing? | | | |
| **Notes** | | | |
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# Cultural-Fit

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| **Purpose** | **#** | **Interviewer Candidate** | **Interviewers** |
| Determine if the person will fit into the culture | 2 | 1. Client Service Executive 2. Business Analyst 3. Other | [xxxx] |
| **Questions we are trying to answer** | | | |
| 1. Will the person fit in culturally? 2. What is the candidate’s career desires? 3. Will they get along with the team? 4. Any red flags that indicate that the person will not be a welcomed addition to the team? 5. Do they possess good teamwork skills? | | | |
| **Questions to Ask (do not need to ask all questions; choose a few that you are comfortable with)** | | | |
| 1. What class(es) did you enjoy the most in college?    1. Or for an experienced hire, what project or assignment did you enjoy the most? Why? 2. What job assignment/class, did you like the least? Why? 3. Tell me about a challenging problem you were faced with – it could be a job, project, internship, or class.    1. What was the problem and how did you address it?    2. What did you learn?    3. Looking back, would you do anything differently? 4. Tell me about a time you worked on a team.    1. Was your team able to complete the project successfully?    2. What role did you play?    3. Looking back, would you have preferred a different role?       1. Why or why not? 5. Describe an accomplishment you are very proud of. 6. What are you most interested in learning in this next phase of your career? 7. What do you think will be the most interesting for you in this position? 8. What do you think will be the most challenging for you in this position? | | | |
| **Notes** | | | |
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# Leadership Recap

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| **Purpose** | **#** | **Interviewer Candidate** | **Interviewer** |
| Recap the interview and answer or clarify any outstanding questions/concerns. | 1 | Executive |  |
| **Questions we are trying to answer** | | | |
| 1. How was the candidate’s experience? 2. How interested is the candidate? 3. Does the candidate think he/she has the aptitude? | | | |
| **Questions to Ask** | | | |
| 1. Tell me what you heard as you talked to the team. 2. What interests you about this position? 3. What worries you about this position? 4. What would you most like to learn? 5. What do you think will be the most challenging? | | | |
| **Notes** | | | |
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