

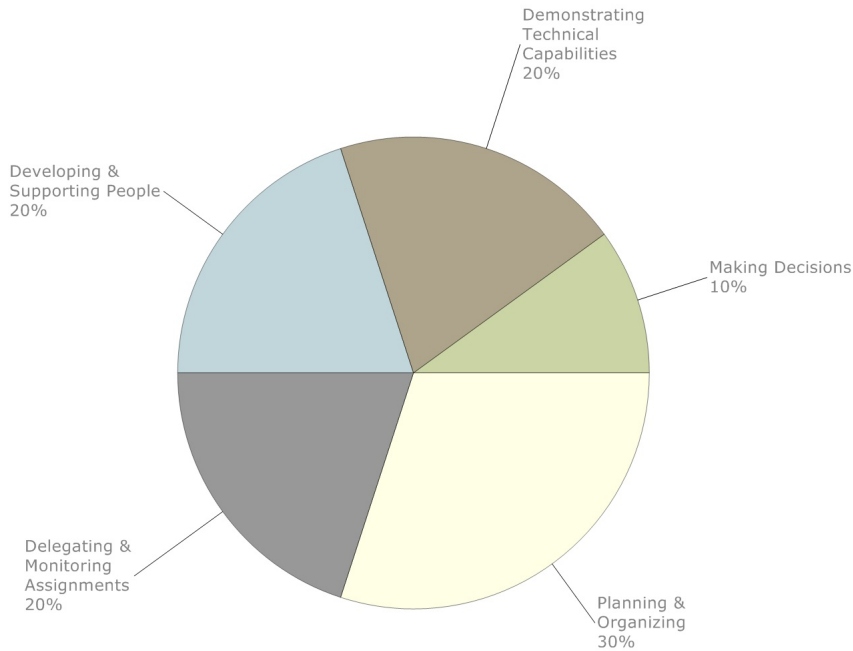
## Talent Technology Competency-Focused Interview Guide

<b>Job:</b>	Project Manager	<b>Interviewer:</b>	
<b>Candidate:</b>			

Shown below are results of the competency requirements analysis conducted for this job. Based on a thorough review of the job's duties and responsibilities, the pie chart shows the relative importance of the 5 competencies selected as most critical to success in this job.

Your interview of the candidate will focus in these areas, as well as areas related to the candidate's background, training and experience. Please consider the relative importance of each competency area as you move through the interview, collect information from the candidate, and form your judgements regarding the candidate's qualifications.

### Project Manager Key Competencies & Their Relative Importance



**Note:** This job might pose requirements additional to the competencies shown above, including educational, training, work experience, certification, licensing, technical skills, or other prerequisites. The above profile should be viewed as complementary to such additional requirements, which also can be explored during the interview.

## ***Interview Opening Checklist***

### **Building Rapport Checklist**

- Greet the candidate, explain your role, and express appreciation for the candidate's interest and time.
- Put the candidate at ease. Engage the candidate in conversation, commenting on common areas of interest, weather, travel experience, etc.
- Ask whether there is any reason the candidate might not perform at his or her best today; sickness, fatigue, stress, etc. Decide whether the interview should be rescheduled.
- Transition to the interview by explaining the dual purpose of the interview; gathering information and providing information. Overview the interview process and ask for candidate questions before beginning.

### **Information to Share with Candidate**

- Review the reporting relationship, work hours, location, other information. Ask whether any of these will pose a problem for the candidate. Notes:
- Review the essential functions, ask the candidate if there are any reasons why they could not perform the functions, with or without accommodation. Notes:

### **Work History Review**

Review the candidate's resume or application and ask questions to verify:

- Gaps in Employment:
- Frequency of Job Changes:
- Reasons for Leaving Previous Employers:
- Past Responsibilities:
- Other:

### **Education History Review**

Review the candidate's resume or application and ask questions to verify:

- Educational Degrees:
- Certificates:
- Courses taken:
- Extra-curricular activities:
- Licenses:

## Competency-Focused Interview Guide

### Where to Focus... Planning & Organizing - 30%

Translates overall strategies, objectives, and assignments into concrete, actionable plans with clear priorities and milestones. Takes into account competing priorities, resources, time demands, and available talent to produce plans that are realistic and achievable. Organizes work in a manner that is both efficient and meaningful to those who will be asked to deliver results.

**Skill Level 3** - Establishes roles and responsibilities. Plans, organizes, and prioritizes work so that organization goals are realistic and achievable.

### What to Ask... Competency-Focused Interview Questions

- Tell me about the most complex project you have ever had to manage. Describe your approach and actions in detail.
- Tell me about the time when your organizational skills played the largest role in the success of a project.

### Interview Notes...

### What to Look For... Success Behaviors

- Effectively uses planning tools such as project management software, day planners, etc.
- Accurately forecasts type and level of resource needed to complete a project
- Sets-up logical physical files or establishes logical file directories
- Schedules activities without time or resource conflicts
- Sets clear priorities and milestones for work projects
- Sets up an orderly structure to guide work processes
- Logically schedules activities to ensure timely project completion

### What You Think...

1		2		3		4		5	
<input type="checkbox"/>	Does Not Meet Requirements	<input type="checkbox"/>	Partially Meets Requirements	<input type="checkbox"/>	Fully Meets Requirements	<input type="checkbox"/>	Exceeds Requirements	<input type="checkbox"/>	Greatly Exceeds Requirements

**Where to Focus... Delegating & Monitoring Assignments - 20%**

Assigns work and responsibility to others. Provides appropriate support, guidance, and clear parameters for success. Determines status of work in progress. Matches appropriate level of review and follow up to the skill level and maturity of the individual.

**Skill Level 3** - Frequently empowers others to successfully complete projects, tasks, or other challenging responsibilities.

**What to Ask... Competency-Focused Interview Questions**

- Tell me about a time when you delegated a complex task to another person. Describe your approach and the actions that you took to ensure that the task was completed effectively.
- When delegating, it is important to provide appropriate levels of freedom and responsibility. Tell me about the time that you gave the most freedom and responsibility with a delegation.

**Interview Notes...**

**What to Look For... Success Behaviors**

- Provides necessary resources and encouragement
- Provides appropriate latitude and responsibility
- Matches level of coaching and guidance to the skills, experience and maturity of the individual
- Matches amount of delegation and monitoring to the skills, experience and maturity of the individual
- Provides others with clear directions and expectations when assigning work
- Delegates assignments to appropriate employees

**What You Think...**

1		2		3		4		5	
<input type="checkbox"/>	Does Not Meet Requirements	<input type="checkbox"/>	Partially Meets Requirements	<input type="checkbox"/>	Fully Meets Requirements	<input type="checkbox"/>	Exceeds Requirements	<input type="checkbox"/>	Greatly Exceeds Requirements

**Where to Focus... Developing & Supporting People - 20%**

Identifies and selects people who deliver both strong individual and team performance. Guides people in developing their full potential by establishing goals, creating meaningful work experiences, monitoring and coaching performance, and providing honest, constructive feedback. Establishes an open, two-way dialogue to drive performance improvement and professional development discussions.

**Skill Level 2** - Integrates development processes as well as appraisal and feedback into regular work routines.

**What to Ask... Competency-Focused Interview Questions**

- Describe the last time you worked with a team to establish their goals and objectives. Describe the techniques that you used to accomplish this task.
- Sometimes when people work on a team there is an individual who does not do their share of the work. Talk about a time when you were leading a team that had this problem. How did you deal with the situation?

**Interview Notes...**

**What to Look For... Success Behaviors**

- Conducts team building exercises or events
- Provides team based rewards and performance measures
- Develops a team charter and guidelines for expected behaviors
- Provides role clarity and defines boundaries with other teams or business units
- Clarifies assignments and accountabilities within the team

**What You Think...**

1		2		3		4		5	
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**Where to Focus... Demonstrating Technical Capabilities - 20%**

Applies own specialized knowledge, training, and experience to enhance the performance of both the unit and the firm. Stays abreast of technical developments in area of specialization, and keeps up with general trends in the marketplace, the competition, and the regulations pertaining to the operation of the business. Shares insights and perspectives with others.

**Skill Level 3** - Effectively applies advanced skills and knowledge. Constantly expands both job-relevant and general business knowledge and shares insights with team and peers.

**What to Ask... Competency-Focused Interview Questions**

- Describe a project you completed where you utilized your technical expertise. Describe the project and the results.
- Describe the most recent time you mentored someone in a technical skill area. What was the result?

**Interview Notes...**

**What to Look For... Success Behaviors**

- Adopts an effective learning strategy to acquire technical knowledge.
- Applies technical expertise to solve problems or create opportunities for the organization.
- Provides thought leadership by making speeches, writing articles, and influencing technical direction.
- Masters a particular subject matter, becoming an expert in one's specialty area(s).
- Provides coaching and training on specific technical areas, trends or business issues
- Gathers and interprets "technical intelligence" on the competition
- Uses job knowledge to create opportunities, prevent errors, and minimize problems for other groups

**What You Think...**

1		2		3		4		5	
<input type="checkbox"/>	Does Not Meet Requirements	<input type="checkbox"/>	Partially Meets Requirements	<input type="checkbox"/>	Fully Meets Requirements	<input type="checkbox"/>	Exceeds Requirements	<input type="checkbox"/>	Greatly Exceeds Requirements

**Where to Focus... Making Decisions - 10%**

Bases decisions on facts. Collects, analyses information and forms conclusions in a time-urgent way. Chooses courses of action that are consistent with known facts, constraints, and risks. Anticipates consequences and prepares alternatives. Forms conclusions that lead to specific actions.

**Skill Level 3** - Makes major decisions that have significant impact on the organization.

**What to Ask... Competency-Focused Interview Questions**

- Tell me about a very important decision that you had to make very quickly. How did you analyze the situation quickly and make a fast decision? What were the consequences of that decision?
- Tell me about the most challenging time that you were asked to analyze a situation and then make recommendations for improvement. What process did you use to draw your conclusions?

**Interview Notes...**

**What to Look For... Success Behaviors**

- Organizes information to make it easier to analyze or see trends
- Anticipates consequences and forms alternatives
- Establishes clear decision criteria for making informed choices
- Seeks relevant information to better understand situations and problems
- Sees relationships between various facts, figures, or other information
- Commits to a course of action after analyzing a situation in a timely manner

**What You Think...**

1		2		3		4		5	
<input type="checkbox"/>	Does Not Meet Requirements	<input type="checkbox"/>	Partially Meets Requirements	<input type="checkbox"/>	Fully Meets Requirements	<input type="checkbox"/>	Exceeds Requirements	<input type="checkbox"/>	Greatly Exceeds Requirements



Strengths	Concerns

***Closing the Interview***

- Answer any remaining candidate questions concerning the open position.
  
- Explain next steps in the hiring process.
  
- Express appreciation for participating in the interview and direct the candidate to the next location.