

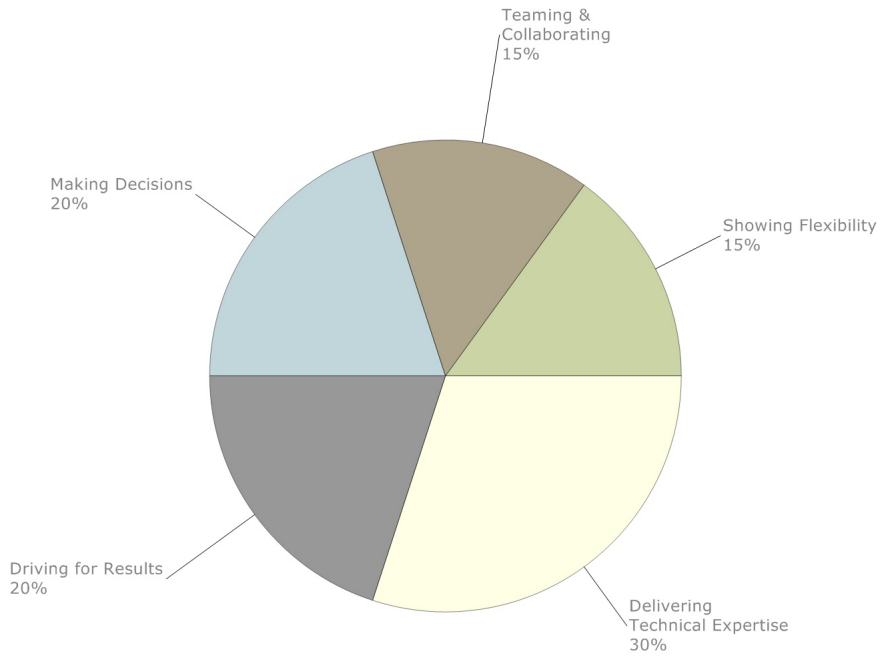
Talent Technology Competency-Focused Interview Guide

Job:	Software Developer	Interviewer:	
Candidate:			

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.

Software Developer 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 job's reporting relationship, work hours, location, other information. Ask whether any of these will pose a problem for the candidate. Notes:
- Review the job's 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... Delivering Technical Expertise - 30%

Uses specialized knowledge and technical expertise. Deepens knowledge through appropriate learning opportunities and shares new information with colleagues. Uses job expertise to create opportunities, prevent errors and minimize problems for the team and the organization.

Skill Level 2 - Effectively applies technical job-relevant skills and knowledge. Frequently expands skills and knowledge and applies learning to improve results.

What to Ask... Competency-Focused Interview Questions

- Tell me about a time when you noticed a co-worker struggling with a situation that you had expertise in. How did you approach this situation?
- Tell me about the greatest improvement you have made to your job voluntarily. How did you recognize the need for improvement?

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... Driving for Results - 20%

Approaches day-to-day work assignments, new initiatives, or special projects in a logical, efficient, goal-directed way. Avoids distractions, over-analysis, unnecessary refinements or delays in decision-making. Delivers results that meet or exceed budget and customer service metrics. Communicates and builds a sense of urgency. Influences others to achieve results.

Skill Level 2 - Frequently delivers results that meet or exceed targets. Avoids distractions, remains focused and has a sense of urgency

What to Ask... Competency-Focused Interview Questions

- Tell me about a time when you had to overcome significant obstacles in order to achieve an important task.
- Tell me about the most difficult project or task you have ever had to manage. Describe the factors that made it difficult, your approach, and actions in detail.

Interview Notes...

What to Look For... Success Behaviors

- Meets or exceeds customer expectations
- Remains focused and avoids distractions
- Meets or exceeds performance metrics
- Drives others to remain on track and meet targets
- Completes tasks on time and on budget
- Approaches projects and tasks in a focused and efficient 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

Where to Focus... Making Decisions - 20%

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 2 - Makes important decisions that have significant impact on a team or group.

What to Ask... Competency-Focused Interview Questions

- Diagnosing problems can be difficult because sometimes there are small clues that point to the bigger issue at hand. Describe a time when you noticed a small problem that turned out to be a symptom of much bigger problem. What did you do?
- Tell me about the most important decision that you have had to make at work. Describe the situation and how you made the decision.

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.
- Forms conclusions that lead to solid action plans

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... Teaming & Collaborating - 15%

Works effectively with team members to accomplish group objectives. Demonstrates awareness and sensitivity to the needs and priorities of others. Supports team efforts above personal gains and motivates. Takes responsibility for team results, but shares credit with others.

Skill Level 2 - Works effectively on teams with diverse members.

What to Ask... Competency-Focused Interview Questions

- Discuss the last time a team member helped you finish a task or project without being asked. What did he or she do to help? How did you recognize the contribution?
- In a team environment it is often up to team members to give performance feedback to each other. Describe a time when you noticed problems with a fellow team member's work. What did you do?

Interview Notes...

What to Look For... Success Behaviors

- Helps other team members with their work
- Meets commitments and expectations of other team members
- Participates actively in team discussions or meetings
- Contributes ideas on how to improve team performance
- Expresses appreciation or provides recognition for others' contributions
- Sacrifices personal gains and motives in order to support the efforts of the team
- Pulls together with others to accomplish goals even outside of area of responsibility

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... Showing Flexibility - 15%

Adapts quickly to changing circumstances and responds appropriately to different people, situations, cultures, or environments. Is effective when facing unusual or unexpected demands. Manages stress and pressure with grace. Handles change with a positive attitude and willingness to try new approaches.

Skill Level 2 - Responds effectively to changing circumstances remaining positive and supportive.

What to Ask... Competency-Focused Interview Questions

- Describe a time when you had to adapt very quickly to a big change. What steps did you take to ensure a quick transition?
- Tell me about a time when you had to change your usual approach to work so that you could work effectively with someone very different from yourself. How did you change your approach to accommodate this other person?

Interview Notes...

What to Look For... Success Behaviors

- Assimilates and appropriately models customs of different work cultures
- Appropriately modifies approach or behavior when dealing with individual with different backgrounds, values, or predisposition's
- Makes active attempts to understand and become comfortable in new environments or roles
- Embraces unavoidable change rather than resisting

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.