

Manager Interview

# Supervisor/Manager Behavioral Interview Guide



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CANDIDATE'S NAME: \_\_\_\_\_

INTERVIEWER'S NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

# SUPERVISOR/MANAGER STRUCTURED BEHAVIORAL INTERVIEW PREPARATION CHECK LIST

## **Before the Interview**

1. Meet with relevant internal staff to discuss the selection process and interview \_\_\_\_\_
2. Confirm the logistics for the candidate interview time and location \_\_\_\_\_
3. Ensure a comfortable interview room and location \_\_\_\_\_
4. Familiarize yourself with the Supervisor/Manager Competencies and Guide \_\_\_\_\_
5. Ensure that you won't be interrupted by phone calls or visitors \_\_\_\_\_
6. Review the candidate's application, resume, references, and other relevant documents \_\_\_\_\_
7. Have information on the position and organization available for the candidate \_\_\_\_\_

## **During the Interview**

1. Greet the candidate and make him/her comfortable and relaxed \_\_\_\_\_
2. Describe the interview process briefly and emphasize you will be taking notes \_\_\_\_\_
3. Follow the Supervisor/Manager Interview Guide \_\_\_\_\_
4. Focus on acquiring *past* behaviors by using open-ended behavioral questions \_\_\_\_\_
5. Take brief notes on each competency section during the interview process \_\_\_\_\_
6. Take time at the end of the interview for candidate questions \_\_\_\_\_
7. Review your selection process and next steps with the candidate \_\_\_\_\_
8. Mention your appreciation of the candidate's time and interest in the position \_\_\_\_\_

## **After the Interview**

1. Review your interview notes to make sure they are complete \_\_\_\_\_
2. Rate each competency separately in the appropriate interview guide section \_\_\_\_\_
3. Determine an overall candidate rating based on the interview and complete notes \_\_\_\_\_
4. Discuss your interview results and selection decision with relevant staff, if applicable \_\_\_\_\_

# Supervisor/Manager Behavioral Interview Guide Instructions

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- Review the candidate's resume, application and other relevant materials
- Review the Major Supervisor/Manager Job Responsibilities
- Review the Supervisor/Manager Competencies and Definitions
- Review the Supervisor/Manager Behavioral Interview Questions
- Introduce Yourself/Develop Rapport with the Candidate
- Describe the Behavioral Interview Process/Emphasize You Will Be Taking Notes

## **PROCEDURES FOR USING THIS BEHAVIORAL INTERVIEW GUIDE**

1. Each section in the interview guide covers a job-related competency, which is important in effectively performing Supervisor/Manager tasks and responsibilities.
2. Each section begins with a definition of the job-related Supervisor/Manager competency followed by several recommended behavioral interview questions. *It is important to utilize the same interview question(s) for each competency provided in the guide to ensure consistency in the interview process with all candidates.*
3. Space is provided in each section for the interviewer to record notes about the candidate's responses. It is recommended that interviewers make notes during the behavioral interview process.
4. In order to help the interviewer reach a conclusion about the suitability of the candidate, a rating is provided for each job-related competency, using the 5-point scale shown at the bottom of this page. For each competency, behavioral anchors are given for 1, 3, and 5 values on the rating scale.
5. If no information was obtained for a particular competency, use the number "0" (No relevant experience with this competency, skill or ability or unable to describe an appropriate situation) in the rating space at the bottom of each page.
6. These individual competency ratings will be transferred to the Behavioral Interview Summary Ratings page located at the end of the interview guide. An Overall Interview Rating will be used to identify the candidate's qualifications relative to the job requirements of Supervisor/Manager positions.

7. After the candidate is comfortable, convey the following information. This is a suggested script to introduce the Supervisor/Manager Structured Behavioral Interview process:

*“The purpose of this interview is to gather information about you and your past work experiences. We expect that this interview will take approximately 60 minutes. I will ask you questions about specific kinds of work situations you have encountered in the past and how you have handled them. I will not ask questions about what you WOULD do or SHOULD do in a hypothetical situation, but what you actually HAVE done in similar situations in the past. Please feel free to take a few moments to collect your thoughts before responding and please be as clear and thorough in your response as possible. Also, please try to treat each question as if it was independent of other questions. However, you may feel free to repeat a response if you feel it is applicable to the new question. The key components that I will be looking for in your response are the situations leading to your actions, the specific actions you took, and the results or outcome of your actions. As you respond, I will be taking detailed notes in my interview guide. Please try not to be disturbed by my note taking during this interview process. Do you have any questions before we begin?”*

#### **INTERVIEW GUIDE COMPETENCY RATING SCALE**

- 1 The candidate demonstrated a very low level of this competency during the interview process.
- 2 The candidate demonstrated only a low level of this competency during the interview process.
- 3 The candidate demonstrated a moderate level of this competency during the interview process.
- 4 The candidate demonstrated a high level of this competency during the interview process.
- 5 The candidate demonstrated a very high level of this competency during the interview process.

# Supervisor/Manager Position Behavioral Interview Guide Technical Knowledge/Experience

<ul style="list-style-type: none"> <li><input type="checkbox"/> Meet with internal staff to Discuss Technical Knowledge/Experience Areas to Explore</li> <li><input type="checkbox"/> Review Candidate's Resume</li> <li><input type="checkbox"/> Review Candidate's Application</li> <li><input type="checkbox"/> Review Relevant Work Experience</li> <li><input type="checkbox"/> Evaluate Job-Relevant Technical Knowledge</li> <li><input type="checkbox"/> Explore Employment Gaps/Discrepancies</li> </ul>	<p><b>OVERALL RATING</b> (1-5 Scale)</p> <p style="text-align: center;">_____</p>
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### PROCEDURES FOR EVALUATING TECHNICAL KNOWLEDGE/WORK EXPERIENCE

1. Thoroughly review the candidate's application, resume and any other documents related to his/her work history, work experience and technical knowledge required for the Supervisor/Manager position.
2. Look for questionable employment gaps or discrepancies in work history that should be probed further before you begin the behavioral interviewing process.
3. Take notes on specific questions that you asked the candidate regarding relevant technical knowledge, work history or experience in the space provided below.
4. Provide an overall rating of the candidate's technical knowledge/work experience at the top of the page and transfer this score to the Overall Interview Rating Evaluation page at the end of this guide.

**NOTES:**

### INTERVIEW GUIDE TECHNICAL KNOWLEDGE/EXPERIENCE RATING SCALE

- 1 The candidate demonstrated a very low level of technical knowledge/experience.
- 2 The candidate demonstrated only a low level of technical knowledge/experience.
- 3 The candidate demonstrated a moderate level of technical knowledge/experience.
- 4 The candidate demonstrated a high level of technical knowledge/experience.
- 5 The candidate demonstrated a very high level of technical knowledge/experience.

**FINANCIAL MANAGEMENT:** Understands & can apply financial information and data. Demonstrates the ability to develop & monitor budgets and accounting systems. Demonstrates the ability to use appropriate PC spreadsheet software programs to track and analyze financial information.

<b>1 - VERY LOW</b>	<b>3 - MODERATE</b>	<b>5 - VERY HIGH</b>
<p>Reads and manages budgets</p> <p>Analyzes financial data from reports to identify and solve business problems.</p> <p>Understands basic financial and accounting terms and principles (e.g., gross margins, Profit &amp; Loss statements, etc.).</p>	<p>Draws accurate conclusions from financial reports and quantitative data regarding business operations.</p> <p>Applies financial principles and numerical techniques to monitor and effectively manage business problems.</p> <p>Provides input and effectively manages a budget.</p> <p>Monitors and reduces business costs effectively.</p>	<p>Assesses current financial performance and future needs of the business.</p> <p>Evaluates costs, develops, and effectively manages a budget.</p> <p>Evaluates strategic business decisions using financial indicators.</p> <p>Monitors extraorganizational trends and business conditions that affect business operations.</p>
<p align="center"><b>0 - NO EXPERIENCE OR RELEVANT SKILL</b> Unable to describe an appropriate situation or has no experience with this skill or ability.</p>		

1. Describe a recent project, task, or assignment that required you to create and utilize a spreadsheet software program to track and analyze financial, budget, or accounting data (e.g., excel, lotus). How did you use it to effectively manage your project, task, or assignment? (*Look for proficiency in the ability to utilize spreadsheet software programs to analyze financial information*).
2. Take me step-by-step through how you prepared a budget for your department, team, or organization. What information did you use in preparing the budget?
3. Describe some recent experiences you have had monitoring and controlling a budget. How did you track and monitor the budget during the year? What were the results?
4. What kinds of financial analyses and/or reports have you prepared in your current or previous job? What do they contain? How often do you prepare them?

NOTES:

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RATING: \_\_\_\_\_

## **SUPERVISOR/MANAGER POSITION BEHAVIORAL INTERVIEW**

### **INTERVIEW CLOSE**



Ask additional questions of the candidate if required.



Provide information about the position and describe the organizational culture, benefits, salary, etc.



Explain the next steps in the selection process.



Allow time for the candidate to ask questions.



Thank the candidate for participating in the interview process.



Complete your competency and overall interview ratings on the next page.

# SUPERVISOR/MANAGER POSITION BEHAVIORAL INTERVIEW SUMMARY RATINGS

CANDIDATE'S NAME: \_\_\_\_\_

INTERVIEWER'S NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

Instructions: Circle a number (Note: "0" means unable to describe an appropriate situation or has no experience with this competency at the right of each competency, skill, ability or characteristic to indicate your rating of the candidate below.

	<u>Very Low</u>			<u>Very High</u>		
<b><u>TECHNICAL KNOWLEDGE/EXPERIENCE</u></b>	1	2	3	4	5	0

## **BUSINESS MANAGEMENT**

FINANCIAL MANAGEMENT	1	2	3	4	5	0
PERFORMANCE MANAGEMENT	1	2	3	4	5	0
PLANNING/ORGANIZING	1	2	3	4	5	0
COACHING/DEVELOPMENT	1	2	3	4	5	0
PROBLEM SOLVING	1	2	3	4	5	0

## **INTERPERSONAL**

LEADERSHIP	1	2	3	4	5	0
TEAMWORK/COLLABORATION	1	2	3	4	5	0
CONFLICT MANAGEMENT	1	2	3	4	5	0
COMMUNICATION	1	2	3	4	5	0

## **INDIVIDUAL FACTORS**

INTERPERSONAL SENSIVITITY	1	2	3	4	5	0
STRESS TOLERANCE	1	2	3	4	5	0
CREATIVITY	1	2	3	4	5	0
SELF-DEVELOPMENT	1	2	3	4	5	0



## SUPERVISOR/MANAGER POSITION OVERALL INTERVIEW RATING EVALUATION

The overall interview rating should reflect how well the candidate competencies match the requirements for effective performance in the Supervisor/Manager position. Take into account the ratings on all of the job-related competencies throughout the interview process. The overall rating is not a mathematical average of all individual competency ratings. Instead it reflects a subjective assessment of how well the candidate matches the job requirements of Supervisor/Manager positions.

- 1 A very poor match between candidate competencies and the Supervisor/Manager job requirements
  
- 2 A poor match between candidate competencies and the Supervisor/Manager job requirements
  
- 3 A fair match between candidate competencies and the Supervisor/Manager job requirements
  
- 4 A good match between candidate competencies and the Supervisor/Manager job requirements
  
- 5 A very good match between candidate competencies and the Supervisor/Manager job requirements

<b>OVERALL INTERVIEW RATING</b>	1	2	3	4	5
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**ORGANIZATIONAL  
PERFORMANCE  
DIMENSIONS**

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