INTERVIEW GUIDE

Position Title: Administrative Services Manager

Organization:

Department:

Unit:

Date:

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THE TRUSTED WAY TO HIRE THE BEST AND BRIGHTEST...

STRUCTURED INTERVIEW

Introduction

The structured interview designed for you by **Compmetrica**® includes questions designed to measure the competencies you selected for the position to be filled.

You may have retained two types of structured interview questions. One type is referred to as a ***behaviour description question***. These questions elicit detailed behavioural information concerning the candidate's past performance in relation to the competency being assessed. This approach is based on empirical evidence that past performance predicts future performance in similar or related situations and contexts.

The second type of question is referred to as a ***situational question***. In situational questions candidates are asked how they would respond to a given job-related situation or event. These questions focus on the extent to which the person has the flexibility and broad behavioural repertoire to apply what they have learned in the past to new job-related situations.

Use of Structured Interview Questions

Depending on the type of questions asked, Board members will use different strategies.

Behaviour description questions: When using behaviour description questions, first ask the main question accompanied by the two examples. Depending on the answer provided, you should then probe the candidate using the sub-questions provided. Four types of probing questions are available:

> ***Technical***: These sub-questions will help you determine the events that lead up to the situation, the persons role in the situation, what actions s/he took, what decisions s/he made and the consequences of these actions and decisions.

> ***Cognitive***: These sub-questions will help you determine if the person not only did the right thing but also knew the reason why it was the best way to react. Knowing the mechanics behind a competency (how the competency works) is an indication that the candidate masters that aspect.

> ***Social***: These sub-questions will help you get more information about the way the candidate deals with other people when using that competency. Nuances about the way people interact with others in diverse situations are usually relevant for the position to be filled.

> ***Emotional:*** These sub-questions will help you get more information about the way the candidate feels emotionally when using that competency. Nuances about the way people emotionally react to situations help you get a more in-depth understanding of the candidate.

Note that you do not have to ask all the sub-questions to the candidate. Only ask those that are more closely related to the job and that will give you relevant information about the candidate. For example, if the position requires people to frequently interact with others, it would be advisable to focus on the social aspect. If the position requires people to deal frequently with emotions, then the emotional aspect should be emphasized.

Situational questions: In the case of situational questions, first read the situation followed by the related questions. The candidate should answer the question without further probing. Some questions are lengthy therefore it is often preferable to provide a written version for the candidates so they can follow and refer back to the text if needed.

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Ability to Establish Effective Teams

Forms cohesive, balanced, and goal-oriented work groups

◆ Forms teams by taking into account each person's individual characteristics

◆ Fosters synergy by focusing on the diversity among team members' profiles, strengths, and weaknesses

◆ Assigns roles and responsibilities by taking into account team members' current and future abilities

◆ Promotes coherence and unity by ensuring a continuous exchange of information among team members

◆ Implements the conditions required to develop a motivated and productive work group

◆ Gives the team the responsibility to make its own decisions

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Situational Question   DEM25-S07A-0034EN

Senior management has asked you to recruit members within your organization to establish a multidisciplinary team for a cross-cutting organizational project. Your Vice-President is new to the organization and is having difficulty finding and selecting the appropriate team members for the task. She has approached you since you have worked with a variety of members in the organization for several years on an array of projects.

When structuring the project, you have decided to build two teams; the first team will be comprised of content and policy experts, while the other will be comprised of members who have an IT background and who will be working on developing the database and structure of the online system.

In the past, members in these multi-disciplinary teams have had trouble communicating with one another, specifically, understanding each other (e.g. technical terms, jargon, etc). Also, cliques tend to form within the teams based on their expertise which leads to members keeping vital information from one another. You have decided to reorganize the teams in order to deal with these issues.

Considering the situation:

• What actions will you undertake in order to select the appropriate members for this team? What elements will you take into consideration when selecting these members?

• What actions will you take to improve communication and reduce the likelihood of conflict between members in your teams?

• What resources will need to be at the team's disposal in order to ensure that they attain their mandate?

Behaviours expected

		Weak 1	2	3	Strong 4	5
a	Conducts research on the abilities and knowledge of employees in the organization that have potential of being part of the team.	☐	☐	☐	☐	☐
b	Builds teams based on individual strengths and weaknesses and takes into account the diverse skills of team members when building the multi-disciplinary team.	☐	☐	☐	☐	☐
c	Ensures that team members are given the appropriate tasks and clear objectives.	☐	☐	☐	☐	☐
d	Provides an environment that is conducive to team work and plans specific activities to increase team cohesion.	☐	☐	☐	☐	☐
e	Ensures that the necessary resources (e.g., human, administrative, financial, etc.) are in place in order for the teams to be able to achieve their mandate.	☐	☐	☐	☐	☐
f	Ensures that standards are being respected but leaves the responsibility to the team to make their own decisions.	☐	☐	☐	☐	☐
g	Other pertinent answers.	☐	☐	☐	☐	☐
	Overall Score:					/30

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Assessor's Notes

Ability to Manage Human Resources

> Able to implement procedures used to create a positive and productive work environment and to obtain, develop, and maintain a work force that efficiently and effectively strives toward the achievement of the organization's goals

- ◆ Puts in place human-resources based activities and mechanisms that are in line with the organization's strategic direction
- ◆ Recruits qualified employees who efficiently and effectively carry out the organization's activities
- ◆ Implements procedures that create a harmonious and task-focused work environment
- ◆ Promotes the training and development of human resources
- ◆ Promotes constructive and harmonious work relationships
- ◆ Ensures that employees are properly recognized and fairly compensated

Behavioural Question   DEM47-B03A-0034EN

Can you provide us with an example of a situation in which you were asked to develop an action plan which had a major impact on the human resources in your organization?

- For example, a situation in which you promoted and implemented sound human resources practices to deal with low morale and productivity in your organization.
- For example, a situation in which you were asked to develop an action plan in order to improve recruiting, training and development strategies.

Sub-questions

General and technical

- ☐ What were the circumstances?
- ☐ What were your responsibilities in this situation?
- ☐ What mechanisms did you use to communicate the changes to your employees and ensure their buy-in?
- ☐ What challenges did you face when implementing your solutions? What did you learn and in hindsight, what would you have done differently?

Cognitive

- ☐ What approach did you use to determine the appropriate actions to undertake in order to address this particular situation?
- ☐ What elements did you take into consideration when developing your strategy or recommendations?
- ☐ What actions can be taken unilaterally as a manager to ensure a positive and stimulating environment for employees?
- ☐ Please discuss the importance of recruiting a qualified workforce. What are the impacts on an organization that does not invest in sound hiring practices?

Social

- ☐ In the work context, what characteristics do you believe a manager must possess in order to be effective?
- ☐ Do you believe an organization's corporate culture influences the manner in which managers relate to their employees? Do you believe this to be a positive or negative occurrence?
- ☐ Do you change the manner in which you manage employees depending on their interpersonal skills? Please explain.
- ☐ What level of importance do you place on establishing a warm and friendly work environment for employees? At what point does this practice hinder your ability to manage effectively?

Emotional

- ☐ How do you deal with the employees' emotional reactions to your action plan?
- ☐ How do you feel when part of your action plan may have a negative impact on some of your employees?
- ☐ How do you feel when you realize that you might have to manage a major change following the implementation of your action plan?
- ☐ How do you ensure that your emotional state (e.g., upset, anxious or nervous) does not affect your employees?

Assessor's Notes

Able to design and implement intervention strategies to achieve planned change while reducing resistance to it

◆ Understands the reasons and issues behind changes planned by the organization

◆ Proposes and initiates structured approaches to implement planned changes

◆ Anticipates problems that may accompany change and develops measures to minimize them

◆ Identifies sources of resistance to change and implements actions to reduce their impact

◆ Identifies and involves people who are willing to engage in the change process

◆ Develops mechanisms to ensure that change extends beyond the short term and becomes institutionalized

Situational Question   DEM45-S07A-0034EN

Your organization has recently undergone a major reorganization which has led to the centralization of corporate services, including finance and human resources. As the manager of a Regional Division in the organization, you have been instructed to implement a strategy to facilitate the transition of the previous decision-making structure to the new centralized model.

After a few weeks, you begin to notice your team's discontent with certain procedures. Influential team leaders have openly criticised the new approach as they feel they have lost decision-making power with regard to the method in which they recruit and assess candidates, while others feel that they lost the flexibility in managing their budget and can no longer deal with unexpected circumstances. Overall, your team feels that decision-makers working in Headquarters are not aware of the realities and issues faced by regional staff and are therefore making decisions that are not tailored to their needs.

You have seen a decrease in the morale of your team, and many have openly begun to ignore the new procedures and making decisions without Headquarter approval. Senior management has asked you to deal with this situation and ensure your team complies with the new policies and procedures.

Considering the situation:
• What strategy will you undertake in order to facilitate your team's transition to the new system?
• How will you ensure that your team follows the established procedures and guidelines without further affecting the team morale?
• What important elements need to be taken into consideration when managing change in your team?

Behaviours expected

		Weak			Strong	
		1	2	3	4	5
a	Ensures to understand why the changes were implemented in order to be able to respond to any questions by the team.	☐	☐	☐	☐	☐
b	Develops a strategy that will allow for an easier transition to the new system.	☐	☐	☐	☐	☐
c	Organizes a session with all employees to inform them of why the changes have been undertaken, and how they can benefit from this new approach.	☐	☐	☐	☐	☐
d	Takes into consideration the issues employees have with the new system, and explores measures that will satisfy all parties involved.	☐	☐	☐	☐	☐
e	Seeks out the collaboration of the influential team leaders in order to positively promote the new changes.	☐	☐	☐	☐	☐
f	Identifies employees who are resistant to the change and meets with them individually to alleviate their concerns.	☐	☐	☐	☐	☐
g	Other pertinent answers.	☐	☐	☐	☐	☐
	Overall Score:					/30

Assessor's Notes