



ABC, INC. INTERVIEW GUIDE

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Definitions

BambooHR	Platform used for many HR purposes, including an Applicant Tracking System (ATS)
Behavior-Based Questions	Questions that require the applicant to share a past example of when they have responded to a specific task or situation
Headcount	The number of total employee hours being used for a particular task, department, site, role, etc.
Hiring Manager	The person ultimately responsible for the hiring decision of an applicant. Usually, the applicant will report to this person once hired.
People Operations Page	SharePoint page used by the People Operations team to compile needed information for the ABC, Inc team
Req	Short for “job requisition”, which is a request to fill a job
VidCruiter	Platform used to schedule, host, and document applicant interviews
Workflow	The steps in which a business process takes place

Headcount, Recruiting, and Hiring Workflow

It's important to know the steps of the process, so you can assist us in finding the best candidates and acting quickly to bring them on board. You can always find an up-to-date version of this workflow on the [People Operations Page \(Recruiting section\)](#).

Headcount Approvals and Recruiting Workflow

Before starting this workflow, **it is imperative** to the timeframe that you already have the job score card written and have already talked to your supervisor and Omar about the headcount needed, including wage, bonus, shares, etc.

Approval



Hiring Manager Responsibilities

Before the Interview

Preparing to find the newest team members is an important task that shouldn't be taken lightly. It is crucial to the process that Hiring Managers create an interviewing plan in coordination with any recruiters and other team members. Here are some of the key points when planning:

1. Coordinate time for interviewing, especially if multiple people are involved

When interviewing candidates, it can often be challenging to coordinate schedules, especially if multiple schedules need to align for one interview. For this reason, the hiring manager and all participating interviewers should allocate blocks of time on their calendar at various times of day to help the candidate choose a time that also works for them. At ABC Inc., we use VidCruiter, a

platform that will assist in coordinating schedules. It is up to the interviewers to use VidCruiter to block out the time from which the candidate can choose and schedule their interview.

2. Review the candidate's resume ahead of time

Reviewing the resume will help you in many ways! It helps us gauge if the candidate is qualified for the role, identify any problems we can question during the interview, and have a springboard to get to know the candidate. Reviewing it ahead of the discussion will prepare you to truly get to know the candidate and pinpoint if they are a good fit. Here are some common things to look for and prepare to question further in the interview:

- Pay attention to vague or confusing job duties and stats – enquire further
- Pay attention to timeframes and any gaps in employment – enquire further
- Pay attention to any information that isn't clear – enquire further
- Pay attention to any contradictions or information that doesn't make sense – enquire further
- Pay attention to bold claims on the resume – enquire further

3. Before the interview, prepare the questions you want to ask and coordinate with other interviewers

It can be an effective interview approach to make assignments to the various interviewers before the interview (Sally covers technical skills questions while Bill covers cultural questions). This ensures all bases are covered, and the multiple interviewers aren't fumbling over each other or "stealing" another's questions. This will also help make sure the time is well spent, and a well-rounded interview is conducted.

4. Be prepared to talk about the position, the company, and the dynamic of your team

These are common questions asked by the person being interviewed. They want to understand how they will fit in and if they can be successful. If you are interviewing an A+ candidate, you will want to pull out every stop to ensure they would be excited to join the team; thinking about what to say ahead of time will help you be confident in your answers.

5. Know the do's and don'ts of interviewing (pre-requisite training)

This is VERY important; please make sure to get the foundational training on this topic. For example, some interview questions are illegal when asked one way but totally fine when asked another; you will want to know the difference. You will also want to be proficient at digging into specific questions when needed. Using the STAR method assists in this effort and will help you identify best-fit candidates.

6. Decide ahead what is crucial to hire versus what can be taught on the job

Depending on the need, there may be characteristics or skills that are crucial to have from day-1 in a role, whereas there may be others you are willing to sacrifice and train the new hire. You will want to know the need before an interview to correctly identify the best candidate for the role and the current need.

During the Interview

- Keep in mind that the candidate is also interviewing us! We want to provide a realistic view of the role, the team, their schedule, give them correct information about the job, and help them feel they will be successful in this role.
- Follow a routine interview structure that is consistently applied to all applicants for a specific job posting. The consistency will enable interviewers to make a fair and data-driven decision. Use the *Interview Structure* section of this guide to develop a well-rounded and informative interview structure.
- Make sure to take notes about the interview and document the answers given by the candidate. This will help you remember the interview and compare thoughts about the candidate with other interviewers.
- Ask the same interview questions of each candidate interviewed on a requisition. It is perfectly acceptable to use the questions as a springboard and drill further to any answers that need additional information. This is where interviews can vary and where you can get a true sense of the candidate.
- Be sure to get a complete response to your question from the candidate. A complete response includes the situation/task, action, and result (STAR). Document the candidate's response in the space provided for notes under each assigned competency/cultural belief.
- Notes should be written verbatim as much as possible. Interviewers should refrain from adding any interpretive or evaluative comments or notes.
- Be aware of the common missteps of interview bias and avoid making decisions based on information that is irrelevant to the job

Interview Bias – Things to Avoid

Letting non-relevant information skew your opinion about a person’s qualifications and fit for a role can be easy. Please review the table below to identify some common biases, and ensure you remain self-aware while interviewing.

Bias Type: Halo / Horns	
What it IS	What it can LOOK LIKE
Interviewer allows one strong point about a candidate to overshadow or influence everything they evaluate in the interview; can be positive (Halo) or negative (Horns)	In the interview the candidate discloses that they lived in San Francisco, but you hate the 49ers. After hearing this, you feel disconnected from this person and have a hard time wanting to hear more. You are letting one factor distract you from the whole. (can also be applied to something you love about the candidate, where you overlook some red flags because of one thing they mentioned that overshadows the short comings)
Bias Type: Group Identities	
What it IS	What it can LOOK LIKE
Interviewer favors someone that is in a group that they identify with	You are interviewing a new role and have applicants from your own site, but also applicants from another site. You favor the applicants from your site because they are from the group you know; versus the group you do not know- even if the candidate from the other group is more qualified.
Bias Type: Similar to Me	
What it IS	What it can LOOK LIKE
Interviewer evaluates the candidate favorably because they share a common attribute	In interviewing two candidates, one has a background very similar to your own – similar in age, same gender, etc. The other candidate’s background is very different – different gender, age and ethnicity. You naturally gravitate toward the candidate that feels more ‘like’ you.
Bias Type: Bias Disguised as Cultural Fit	
What it IS	What it can LOOK LIKE
Interviewer regards candidate differences as not “fitting” with the culture, though those differences may be unrelated to the job	You interview two candidates. Candidate A is quiet, and you sense they may be less sociable than others in the office, while Candidate B seems friendly and strikes you as someone you would enjoy spending time with. You view Candidate B more favorably because you think they’ll be a better cultural fit, though in reality, Candidate A may be the better hire for the job.
Bias Type: Recency / Primacy	
What it IS	What it can LOOK LIKE
Interviewer remembers more clearly and is overly affected by candidates who they interviewed later (Recency) or earlier (Primacy) in the hiring process	After a series of interviews, you find that candidates start to blur in your memory and it’s harder for individuals to stand out. Memories of the candidates you interviewed first or last stay relatively sharp, while those in the middle get overlooked.

After the Interview

- Immediately review your notes in each assigned competency/cultural belief and rate the candidate in the designated spot.
- All interviewers should come together to discuss the candidates as soon as possible after the final interview.
- Communicate with the HR team (recruiter) about the interview, especially if you want to move forward with a candidate. The faster we can act, the better.

References and Background Check

- If a Hiring Manager wants to move forward with an offer, the recruiter will get the documents together, including pertinent information included on the offer (wage, start date, supervisor name, etc.), and present an offer to the candidate.
- The recruiter will also start the process of completing the required reference checks and background checks. The offer is conditional on the completion of these verifications.
 - The applicant is requested to provide at least two (2) work-related references. It is preferred that these references be past supervisors. Instead of a reference, a copy of a performance review will suffice
 - The background check is conducted to verify education, investigate any debarments, and disclose any criminal history

Interview Structure – 60 min interview

Communication Skills – Get to Know Candidate	
3 min	Icebreaker
5 min	Career interest and professional development questions
Skills and Job Fit	
5 min	Resume review and prior role exploration
10 min	Technical questions to gauge skill for the role
Cultural Fit	
20 min	Questions for overall compatibility (Using behavior-based questions)
Closing Discussion	
2 min	Salary expectations and next steps
10 – 15 min	They ask questions, you share information about the company and your role, etc.

Example Questions That Can Be Used in The Interview

COMMUNICATION

Icebreaker Questions

- Tell me about your job search: What’s motivating you to look for a new opportunity, and what have your experiences been as a candidate in the open market?
- What attracted you to apply for this position in our company?
- What do you know about ABC, INC.?
- How is your experience so far as a candidate for our company?

- How did you choose your field of study?
- What do you like about your current job that you'd like to find here as well?
- What criteria are you using in selecting your next role or company: what is important to you at this point in your career?
- Besides us, what kinds of companies are you looking at? Is there a particular size or stage of a company you are looking for? Or are there other preferences you have when looking for a place to work?
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Career Interest and Professional Development Questions

- What would need to change at your current organization for you to consider remaining with them?
- How will accepting this position help in your career path?
- How do you measure your progress and quantify your achievements?
- Are you satisfied with your career to date? What would you change if you could?
- Do you think you have had too many or too few job changes?
- Would you classify yourself as a born leader, or is leadership a muscle you have developed over time?
- How have you had to lead with a sudden change in plans?
- Tell me about the difference between leadership and management in your mind
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SKILLS AND JOB FIT

Resume Review and Prior Role Exploration

- I see you were responsible for XXX at your prior company, tell me more about your approach to XXX
- (short time in a role) Tell me more about your time at XXX company and why you moved on?
- (Gap in employment) Tell me about XXX timeframe and the gap in employment during that time
- I see on your resume XXX information, can you help me understand XXX.

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Techie Questions

- On a scale of 1-5, how would you rate yourself on your technical abilities? (5 being amazing)
 - Why would you rank yourself that way?
 - What would you add to your technical background to get to a 5 (if not there already)?
- Where would we need to give you the most support, direction, and structure to make sure you excelled in this position from a technical standpoint?
- In your experience, what is a common misstep for a role like this to be successful?
- What are things you do to continue to learn this craft?
- If you had to teach someone this craft from the very beginning, where would you start?
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CULTURE

Overall Compatibility and Behavior-Based Questions Structured on Core Values

Obsessed with Quality

- What does the word Quality mean to you? What does Quality look like daily in your job setting?
- When have you seen your tenacity for quality pay off in a professional setting? What was the outcome?
- Share a time when you feel like you accomplished something exceptional? How do you think quality fit into this achievement?
- When given a complex assignment, what are some key steps you put in place to ensure you have a superior result?
- As companies grow, they must adapt the business to support the growth (scale). Give us an example of something you have identified that needed to be adapted, and how you concluded on what to change?
- Describe a situation that required you to do several things at the same time. How did you handle it? What was the result?
- Give me an example of a time you made a mistake at work and explain how you fixed the issue.

- Give me an example of a goal you created for yourself and how you achieved it.

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Committed to Excellence

- When was the last time you thought “outside the box” and how did you do it? Why?
- Give me an example of a time when you increased productivity.
- Give an example of a time you went out of your way to ensure a customer received the best possible service from you and the organization. What was their reaction?
- Tell me about a time you went above and beyond your normal job duties.
- Tell me about a time when you had too much to do, but not enough resources (this could include staffing, time, money). How did you handle the pressure, overcome the deficit and/or achieve goals?
- Tell me about a time you had to meet a tight deadline. How did you ensure you completed excellent work on time?
- Tell me about a time when you had to be responsible for a metric/key performance indicator? Please tell me what the metric was, how did you track it, how did you plan for improvement and what was your process? How much were you able to improve?

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Engineering a New Reality

- What does being part of something bigger than yourself mean to you? Can you share an example?
- Give us an example from your life when you had to solve a problem creatively
- Give us an example of when you had to be brave? What was the impact of this on you?
- When faced with something completely new, what is your go-to first step to achieve success?
- Tell me about a time when you adapted to a big change at work.
- Tell me about a time you had to think on your feet to deal with a situation.

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Passionate and Collaborative

- Tell me about a time when you had to work on a team that did not get along. What role did you take? What was the result?

- Describe a situation in which you had to collaborate with someone who had a different working style.
- Why do you want to work at ABC, Inc?
- What has been your greatest leadership achievement in a professional environment? Talk through the steps you took to reach it.
- What, in your opinion, are the key ingredients in guiding and maintaining successful business relationships? Give me examples of how you have made these work for you.
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We Got Your Six

- What’s an effective strategy that you’ve used to motivate others?
- Give me an example of a time you effectively solved a problem.
- How do you deal with coworkers who don’t cooperate?
- What does “We Got Your Six” translate to mean for you in a professional setting?
- How would you exemplify “We Got Your Six” within your work organization? Paint me a picture of what this would look like within your job responsibilities.
- If you were in a situation where a teammate was frustrated and unmotivated, what advice would you give them?
- Give an example of a time you noticed a teammate make a mistake. What did do after noticing the mistake?
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