

STAFFING - HIRING MANAGER GENERAL INTERVIEW TEMPLATE

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| Applicant's Name: | | |
| Interviewers Name: | Date: | Time: |

1. Introduction to Interviewee

- Introduce yourself and role in department
- Provide applicant with a position description and your business card
- Describe how you see the ideal candidate making an impact in your department and daily tasks of position

2. As requested when your interview was scheduled, ask the candidate for

- a. A list of 5 references
 - i. 3 from former supervisors
 - ii. 2 from coworkers that have worked with an applicant on a project or program
- b. Reference list must include
 - i. Name
 - ii. Relationship
 - iii. Telephone number
 - iv. E-mail address
- c. Copies of performance evaluations for the past two years
- d. Work sample (anything the applicant has developed)

3. Veterans Preference (LB 588) documentation may be requested

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| 1. Veteran with no disability | a. DD Form 214 |
| 2. Disabled Veteran | a. DD Form 214 b. Copy of US Department of Veterans Affairs demonstrating disability |
| 3. Spouse of one hundred percent disabled veteran | a. DD Form 214 of veteran spouse b. Copy of US Department of Veterans Affairs demonstrating one hundred percent disability c. Proof of marriage valid under Nebraska State Law |

4. Recommended Skill Tests after Hiring Manager Interview

- a. Microsoft Word – 2010 (if required skill)
- b. Microsoft Excel – 2010 (if required skill)
- c. Data Entry (if required skill)
- d. Typing Test (if required skill)
- e. Other required skills

HR Staffing is prepared to administer testing by providing a quiet environment with applicant assistance. All testing must be set up through the HR Staffing office.

Work Experience

1. What interests you in UNMC and the _____ position?
 - a. Based on your understanding of the position, what contributions could you make in this role?

2. What experiences do you have in previous employment that matches with our opening and qualifies you for this role?
 - a. What steps did you take to monitor the quality of your work?
 - b. How did you solicit feedback from your supervisor to ensure work was satisfactory?

Technical Expertise

3. Provide an example of a project that demonstrates your technical expertise in _____ (Example: Excel, Word, PowerPoint, etc.).

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Innovation: Search for a better way. Seek and implement ideas and approaches that can change the way the world discovers, teaches, and heals. Drive transformational change.

4. At times, we don't succeed on the first try. Tell me about a time that this has happened and you were required to change your approach to a problem.
 - a. What was the situation and initial attempt to resolve?
 - b. Why do you think it didn't work?
 - c. How did you determine next attempt(s)?
 - d. What was the final result?

5. Describe the last time you had to convey a complex or technical idea to an audience that was unfamiliar to the topic.
 - a. What was the topic, the reason you were requested to explain and who was the audience?
 - b. Did anything make the communication especially challenging?
 - c. What methods or techniques did you use to explain?
 - d. How was the message received, and was there any feedback?

6. Incentives, whether intrinsic or extrinsic, and reward programs can successfully motivate the work force. Tell me about a program you have established to align with overall strategic goals.
 - a. What was the program and how did it reinforce strategy?
 - b. How were results measured?
 - c. Was the program successful? Why/why not?

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7. Tell me about a long term or short term plan that you developed for your department, which successfully improved a process or increased overall quality of work.
 - a. How was the idea generated, developed and implemented?
 - b. Was there any initial push back or resistance? If so, how did you overcome them?
 - c. What was the overall outcome?

8. What was the most difficult and frustrating task that you had to complete?
 - a. What made it so difficult?
 - b. How did you move forward and complete the task?
 - c. What end results were accomplished?

9. Have you ever been working on a project or task that continuously ran into obstacles, but somehow it was able to be completed?
 - a. What was the project or task?
 - b. What obstacles did you encounter and how did you adapt?
 - c. Did you change any of your methods?
 - d. What was the outcome?

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10. Tell me about the last time you proactively pursued a learning or development opportunity.
- a. How did you identify the need to develop this skill and the opportunity to do so?
 - b. What motivated you to pursue it?
 - c. What did you learn from the experience and how did you apply it in a work related setting?

Teamwork: Respect diversity and one another. Communicate effectively and listen well. Be approachable and courteous. There is no limit to what we can achieve when we work together.

11. Describe a time you worked with a group/team to help determine project responsibilities.
- a. What was the project?
 - b. What was your role?
 - c. Were there any difficulties determining responsibilities or completing the project?
 - d. If yes, how did you help overcome them and what was the final result?

12. How do you establish rapport and positive working relationships with your peers/coworkers/working groups?
- a. How do you maintain these relationships?
 - b. What impact does this have on day-to-day work?

13. Tell me about a situation in which a peer/team member strongly disagreed with your ideas or actions.
- How did you work through the situation?
 - What was the result?
14. What team project have you been a part of that stands out as the best example of working collaboratively with others?
- What was the situation and goal of the project?
 - What specifically did you do to establish or build the successful working relationships?
 - Why would you say this is your best example compared to others?
15. Tell me about one of the toughest team/groups you've had to work with.
- What made the situation difficult?
 - What steps did you take to resolve the issues?

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16. Describe the last time you were successful in getting people to pull together to achieve established goals.
- What was the project/task?
 - Who was involved?
 - How did you bring all members together?
 - What was the final outcome?
17. Complex assignments or projects can require some additional expertise. Describe a situation in which you had to request assistance on one of your technical projects or assignments.
- Who did you reach out to and why?
 - Were they successful in helping you?
 - How did you respond when they helped?
 - What was the overall outcome?
18. Describe the working relationship between you and your previous or current supervisor.
- Did you have to make adjustments to working behavior to meet their expectations?
 - What expectations do you have in a supervisor or manager?

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Excellence: Strive for the highest standards of safety and quality in all that you do. Work to achieve exceptional results.

19. Describe a time you had to ask questions and listen carefully to clarify the exact nature of an internal/external customer's problem or request.
 - a. What clarifying questions did you ask?
 - b. How did you ensure that the final product would meet their expectations?

20. Tell me about the last time you completed a project that you felt particularly pleased about.
 - a. What specifically brought the most satisfaction in the task?
 - b. Were there any complications or issues in the project?
 - c. Did you receive any feedback from leadership or peers?

21. Goals are generally set from higher levels but expected to be implemented through all working groups. Tell me about the most successful time you effectively integrated the broader goal(s) into your day-to-day work group's activities.
 - a. What was the overall goal?
 - b. How did you implement them into your department?
 - c. Was there any resistance and did you obtain buy in in the end?
 - d. What was the overall outcome and impact(s)?

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22. Tell me about the last time you updated your knowledge of an organization's strategic vision and/or the latest industry developments that would support it?
- How did you correlate external influences with strategy?
 - Did you have to persuade others in your vision?
 - What, if anything, was implemented?
 - What was the end result?

Accountability: Commit. Take Ownership. Be resilient, transparent, and honest. Always do the right thing and continuously learn.

23. Describe a time you missed a goal, deadline or expectation that negatively affected other team members in your department.
- What was the goal, deadline or expectation?
 - What led you to miss?
 - What impact did this have on your team?
 - How did you explain the situation to peers and leadership?
 - How was the issue resolved?

24. What is the biggest development goal in your profession that you have set for yourself in the past year?
- Why did you choose this as a goal?
 - Did you achieve or on track to do so?
 - How will this assist you in your career?

25. What procedures have you used to keep track of items that need your attention?
- Tell me about a time you have used this procedure when multiple tasks have been assigned to you.
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26. Have you ever been recognized for providing excellent work but knew others should be praised as well?
- What was the work that you were recognized for?
 - What did you do?
 - Did you acknowledge others? Why/why not?
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27. Describe a time when you weighed the pros and cons of a situation and decided not to take expected actions, even though you were under pressure to do so.
- What was the situation and expectations?
 - How did you weigh all factors?
 - Why did you respond the way you did?
 - What was the overall outcome?

28. Who was the last person you asked for feedback on your work performance?
- Why did you seek out that individual and request feedback?
 - What was their response?
 - How did you react and incorporate into a work related setting?
29. Have you ever experienced seeing a problem surface but not soon enough, and it was difficult to get the work back on track?
- What was the situation, objective and obstacle(s)?
 - What was the impact of not seeing it earlier?
 - How did the project get back on track and what was the end result
30. Tell me about a time you received a new procedure or instructions with which you disagreed.
- Who delivered the directives?
 - Why did you disagree and how did you communicate?
 - What were next steps and end result?

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31. Tell me about a time you identified the need for an unassigned task to be done so that an upcoming project or task could be completed.
- How did you identify the need?
 - What plan was set and how was it executed?
 - Did you communicate with peers or leadership? If so, when?
 - What was the end result?
32. We don't always agree on the best way to handle customers. When was the last time your manager/supervisor/team leader criticized the way you handled a customer?
- What was your first reaction to the feedback?
 - What adjustments did you make in work going forward?
33. Tell me about a time you checked the status of a project or assignment and learned it was being done incorrectly.
- What was the project and how did you learn of the issue?
 - How did you address and with whom?
 - What steps were taken to get the project or assignment back on track?
 - What was the final outcome?

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Courage: Make the tough decisions. Have no fear of failure in the pursuit of excellence. Admit mistakes and learn from them.

1. Tell me about a time you were faced with conflicting priorities.
 - a. In scheduling your time how did you determine what the top priority was?
 - b. How did you communicate which tasks would be placed on hold?

2. At times there could be a customer who has demands or a request that cannot be met. Have you had this experience?
 - a. What was the customer's demand and why was it unreasonable?
 - b. How did you tell the customer?
 - c. What actions were taken to reach an agreeable resolution?
 - d. What was the end result?

3. Everyone has had the experience of thinking that they knew how to solve a job-related problem, only to find out they didn't. Can you tell me about a time this happened to you?
 - a. What was the original request and when in the assignment did you learn that you needed assistance?
 - b. Who you did reach out to for guidance?
 - c. What knowledge did you gain and how did you use it?
 - d. What was the overall outcome?

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4. Your transition from _____ to _____ must have been difficult. What made you decide to make the change? (examples; job/career change, academic pursuits, company change or restructure, etc.)
 - a. What were the initial struggles and how did you overcome?
 - b. When did you feel comfortable in your new situation and why?
 - c. If you could go back, would you have handled the situation any differently?

5. Tell me about the toughest work performance feedback you have had to deliver.
 - a. What made the situation difficult?
 - b. How did you deliver and coach the individual?
 - c. What plans for improvements, if any, were put in place?
 - d. What was the impact on their performance?

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Healing: Show the empathy you feel. Be selfless in caring for patients, one another and the community.

6. Tell me about a time where you were faced with several conflicting priorities but needed to take a stand to ensure that a customer's needs were being met first.
 - a. What were the circumstances, competing priorities and the customer's needs?
 - b. How did you take a stand and communicate?
 - c. What was the reaction of others involved?
 - d. What was the overall result?
 - e. What feedback, if any, did you receive from your work group and/or customer?

Position Section

Describe position, responsibilities and required schedule.

1. Can you perform the essential functions of the position?
 - Yes
 - No

2. Can you work the required schedule for the position?
State the required schedule, eg) 8AM-5PM, Monday thru Friday
 - Yes
 - No

3. What is your hourly rate requirement?

Summary Section

Thank the interviewee for time and interest. Describe next steps in interview/selection process:

1. Top 2 candidates will be selected for final round of interview, which will include;
 - a. Testing ability in Microsoft excel and word, data entry, typing speed/accuracy, and 10 key data entry

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2. Hiring manager will conduct reference checking
3. Once all information is gathered, a review with the applicant will be conducted. Top candidate will be offered the position.
4. Do you have any questions for me?

Nebraska Veterans Preference – Revised Statute 48-227

In accordance with Nebraska State Law, a veteran, disabled veteran, or a spouse of a veteran with a 100% permanent disability rating may claim the use of the State of Nebraska Veteran's Preference for employment opportunities (Revised Statute 48-227).

Revised Statute 48-227 requires:

For examinations (tests such as Word, Excel, etc.) or numerical evaluation scoring (such as scores in interviews or scores in other assessment used):

1. **Veteran or spouse of a veteran with a 100% permanent disability:** A veteran or a spouse of a veteran with a 100% permanent disability who obtains a passing score(s) on all parts or phases of an examination or numerical scoring: shall have 5% added to his/her passing score.
2. **Disabled Veteran:** A disabled veteran who obtains a passing score(s) on all parts or phases of an examination or numerical scoring: shall have an additional 5% added to his/her passing score.

Examples:

| Status: Veteran or spouse of a veteran with a 100% permanent disability | Score/Points |
|---|--------------|
| Total Score on Interview Score | 80 |
| Veteran Status: 5% added to score | 4 |
| Final Score | 84 |

| Status: Disabled Veteran | Score/Points |
|-------------------------------------|--------------|
| Total Score on Interview Score | 80 |
| Veteran Status: 5% added to score | 4 |
| Disabled Veteran: 5% added to score | 4 |
| Final Score | 88 |

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When no examination or numerical scoring is used, the preference shall be given to the qualifying veteran or spouse with a 100% permanent disability if two or more equally qualified candidates are being considered for the position.

| Rating Key: 5 – Excellent 4 - Good 3 - Average 2 – Fair 1- Poor | | | | | | |
|---|---|---|---|---|---|----------|
| Work Experience | 5 | 4 | 3 | 2 | 1 | Comments |
| Technical Skills | 5 | 4 | 3 | 2 | 1 | Comments |
| Innovation | 5 | 4 | 3 | 2 | 1 | Comments |
| Teamwork | 5 | 4 | 3 | 2 | 1 | Comments |
| Excellence | 5 | 4 | 3 | 2 | 1 | Comments |
| Accountability | 5 | 4 | 3 | 2 | 1 | Comments |
| Courage | 5 | 4 | 3 | 2 | 1 | Comments |
| Healing | 5 | 4 | 3 | 2 | 1 | Comments |
| Total Points: | | | | | | |
| Sub Total | | | | | | |
| Veterans Preference % (If applicable) | | | | | | |
| Grand Total | | | | | | |

Interviewer Signature: _____

Date: _____