

This paper received a 55.5/60, a low "A". [Note that I've deleted the title page, which papers need to have. PLEASE KEEP IN MIND THAT THIS IS AN OLDER PAPER (1999) AND DOES NOT COMPLY WITH ALL THE CURRENT REQUIREMENTS.]

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Introduction

We were responsible for developing a selection system for a specific job within a company. The company we chose was Corporate Express. The profile of the company, in their own words, is as follows, “Corporate Express is the world’s leading supplier of non-production goods and services to large companies. Corporate Express operates in approximately 700 locations, including 80 distribution centers, utilizes a fleet of more than 10,000 delivery vehicles and employs approximately 27,000 people in the United States, Canada, Australia, New Zealand, Germany, France, Italy, and the United Kingdom.” This statement expresses how big the company Corporate Express is. The job we chose is in the Brighton, CO location. While the company can seem very intimidating, the working environment in Brighton is a very relaxed. There is not a dress code and the building itself is open so a person could stand at one side and see all the way to the other side of the building.

The position that we chose was the Systems Engineer. We chose this position for a few reasons. One was that it was one that the company was currently hiring for, and they would appreciate our input. We also chose this position because we were all unfamiliar with what the people in the position actually did. It provided us with the opportunity to develop a selection system without any prior knowledge, and gave us more of a realistic challenge and situation that we might encounter in the real world.

Because we did not have prior knowledge to any of the requirements of Systems Engineer position, we decide to start our research with the interview approach. Our contact with the company was Margaret Ashley, the Human Resource Director. She was the one that set up the interviews we requested. We were able to interview Ms. Ashley,

Kelley Hernandez and Patrick Hagen, the Systems Engineer incumbents, and William Agnes, the Manager of Technical Support. Mr. Agnes is the direct supervisor of Systems Engineer position. We interviewed these people in the order listed above, in four consecutive 45 minute interviews.

We requested to speak with these three positions because they each gave us a different perspective on the requirements and responsibilities of the position. Ms. Ashley gave us the perspective similar to that we would develop. She is responsible for helping to hire for these positions, and she gave us general information in what they look for in a perspective employee. She also provided us with the information on how they go through their current hiring process. Ms. Hernandez and Mr. Hagen gave us more information as to what the position did on a daily basis and what they were responsible for. They gave us very specific and technical information concerning what they did. Mr. Agnes gave us more of a clear picture of how the position fit into the company and gave us an idea of exactly how important and crucial the position is. He was also able to clarify what we were confused about in the previous interviews.

The interviews that we conducted gave us the opportunity to collect the information we needed, and we were able to ask questions of the interviewees when we did not understand what was being said. Because the position was so technical it required being able to talk the people closest to it, because it would have been hard to grasp what the position was based on written information or questionnaires. We were also able to get the different perspectives from the different people by developing a structured interview for each of the interviewees. We set up the questions to be very similar from one interview to the next, but many questions were given a different slant

depending on the position of the person we were interviewing. We also were able to add different questions altogether depending on the person's job relationship to the Systems Engineer position.

We were able to collect the information effectively from our interview, however we did discover some weaknesses to our approach. Due to Corporate Express' agenda we had to have the interviews set up back to back, and we were unable to talk with one another after each interview. It also made it very difficult to keep the information we were getting straight when we referred to a previous interview while speaking to another person. We also would have preferred that the interviews be set up in a different order. As we started talking to the incumbents we did not have the background information that we needed to have a clear view of what the Systems Engineer actually did. We would have rather interviewed Mr. Agnes second, because he was more able to explain that information clearly. The incumbents were focused specifically on their job and did not give us a very clear view of the positions overall fit and importance in the company. It was also difficult to clearly come up with a more reliable view of the criticality of the tasks involved. We were able to get the critical tasks, it was hard to get a clear idea of the order of criticality.

While the information did come in a very inconvenient order, we were able to put it together later and make sense of what the position was required to do. Through e-mail we were able to receive some more clarification that we needed. During the last three interviews, we did receive consistent information on what the critical tasks were, so we found it unnecessary to use a questionnaire to gather that information. One thing we wish we would have done was had a questionnaire on the criticality of those tasks. We

decided to use Mr. Agnes' rating of criticality for the most part, because he gave us a clear outline of what he thought the criticality of the tasks were. During his interview we were also able to bring in what the two incumbents had said. We felt that because of this incorporation of their input, it gave us a good mesh of criticality.

The information we collected in the interviews gave us what we needed to develop our list of KSAOs (knowledge, skills, abilities, and other requirements). We used the KSAOs to develop a new job description. We also used the KSAO's to develop structured situational and behavioral open ended questions for our Systems Engineer position. Which we felt would help the company have a more consistent way of interviewing several applicants. We also developed a work sample test, to get a better view of the type of work an applicant can perform.

For the most part, we found, through our work, that Corporate Express already has a very good selection system for the Systems Engineer position. Proof of that is that they have a very low turn over in this position (2 people in two years). This was an opportunity to see what a good selection systems was, but we worked to find how we could make it better and more structured. We developed structured interview questions, a work sample test, and a systematic decision making system to add to their current system.

Job Analysis

Human Resource Director Interview

Margaret Ashley, Organizational Architect, of Corporate Express.

Questions and Answers

1. *Could you briefly describe what you do and what your role in the company is?*
Recruiting and hiring. Development of job descriptions. Performance Management-evaluate/process. Career Planning.
2. *How long have you been with the company?*
Almost two years
3. *How would you describe the company's culture and what they value?*
Value quality results and ownership of what employees are doing. Low maintenance organization- "go with the flow." Casual and professional, there is no dress code according to the CEO.
4. *What type of person would fit into the company's environment?*
Casual. Intelligence and capability for solving problems.
5. *How would you go about recruiting potential job applicants?*
Campus' and advertising (i.e. A Post) for entry level. Majority through recruiting firms and employee referral.
6. *What process do you go through when hiring new employees?*
1) Resume overview. 2) Telephone Interview. 3) First Visit: Meet with two to three different people: Team Leader, Team peer, Human Resource person. Verbal debrief within 24 hours. Background and referral check. 4) Second/Final Visit: Meet with another two to three people: Director, more Team peers, maybe someone outside team. 5) Determine offer. Entire length from beginning to end: 2 weeks, longest one month.
7. *How does the Systems Engineer position fit into the structure of the company?*
The Information Systems Department->Information Operations->Network, Service Management, Systems Operations->Technical Services, Application Support.
8. *Describe the Systems Engineer position. What do they do?*
Technical. Support group. Make sure systems are up and running. Customer Service. Set up environments. Upgrade and maintain UNIX Operating System, DOS/Windows.
9. *What tasks are they responsible for doing?*
N/A

10. When hiring for the Systems Engineer position what characteristics do you look for in an applicant?

N/A

11. What skills and abilities are needed to succeed in the position?

Two levels: technical and cultural. Technical (look at #8). Cultural: Ability to work in unstructured environment. To learn quickly. Team work. Initiative.

12. What background knowledge is useful for the position?

Experience with UNIX. Do not necessarily need college degree.

13. What other requirements are needed to fill this position?

Odd hours. Pager/on call sometimes has to respond 24 hours. Flexible hours after 5pm (rotates).

14. What kind of person would not enjoy working in this position?

Likes time and projects to be extremely structured. Wants the career ladder, from management up promotion (it is a flat structure). Risk-averse. Lazy. Private (no walls, only cubicles).

15. What is the turn over rate for the Systems Engineer position?

In her time, only two people have left.

16. What do the managers say they want from the employees that are hired?

Same. Both HR and Managers work together.

17. Are they able to get the type of people they want? Why or why not?

Yes.

Supervisor Interview

Bill Agnes, Manager of Technical Support, of Corporate Express.

Questions and Answers

1. *Could you briefly describe what you do and what your role in the company is?*

In charge of UNIX administrators.

2. *What impact does your job have on the employees?*

He is their boss. He is there to make sure they do their jobs, have good work to do, good money, and a good environment.

3. *How long have you been with the company?*

In this position for 18 months.

4. *How would you describe the company's culture and what they value?*

N/A

5. *What type of person would fit into the company's environment?*

1) Outgoing/People Skills. Support line. 2) Good solid technical skills. An Aptitude to have the ability to learn.

6. *How does the Systems Engineer position fit into the structure of the company?*

Business runs on a lot of UNIX boxes.

7. *Describe the Systems Engineer position. What do they do?*

Not routine. Responding to what is broke. Help Desk System- remedy user finds it. Open view- open networking systems program if it breaks. If it breaks, reports back. Project: improve the environment, to make sure runs well and becomes better. Rotate around, if not on a rotation, then they work on projects.

8. *What specific tasks are they responsible for doing?*

See critical tasks below.

9. *What skills and abilities are needed to succeed in the position?*

- 1) Interpersonal Skills. Written and oral, memos that make sense. Making sure the audience understands.
- 2) Work Ethic. Dedication. Get information you need. Finishing projects, sticking it out until it is accomplished. There are rewards for extra effort.
- 3) Technical Skill. Aptitude/Ability to learn. How much use their skills.

10. *What background knowledge is useful for the position?*

Skills. Specific: ORACLE, UNIX (Two kinds: BSD Systems 5), MISTRO, Output Management, Alexandria (Backup software).

11. *What other requirements are needed to fill this position?*

No college degree required, just aptitude.

12. Are there any critical tasks that the Systems Engineer position is required to do that are not done very often?

On call, must accomplish problem no matter how long it takes.

13. What kind of person would enjoy working in this position?

N/A

14. How many hours a week does a person in the Systems Engineer position work? Overtime? Weekends?

N/A

15. How do you evaluate the Systems Engineer position performance?

1) Based on level of project or difficulty of problem they fix. 2) How many ours they put in.

16. What is the turn over rate for the System Engineer position?

They have hired around nine people since he has been there, and only have lost two.

17. What role do you play in the hiring process?

Involved in the interview process. Gets together to discuss and make the decision and see how much they are worth and what they should be offered.

18. What would you change?

The management chain. The offer process is not where he thinks it should be. They pay them what they are worth.

19. Are you able to get the type of people that you want? Why or why not?

There are more computer than people. The Supply of the job is high, but the demand is low. Not enough people.

Critical Tasks

<u>Description:</u>	<u>Frequency</u>	
<u>Criticality</u>		
Application Upgrades	Quarterly	7
Application ISIS	2 Weeks	1
Backup	Every Night	1
Maintenance Activity	Every Day	1++
Capacity Planning	Weekly	3/4
Output Management		7
Scheduling Packages, Billing (MISTRO)	Daily	1-7
-Fix as needed		
Logs (ORACLE)	Every Night	1

Incumbent Interview

Kelly Hernandez and Patrick Hagen, Systems Engineers, of Corporate Express.

Questions and Answers

1. *How long have you been with the company?*

Kelly: Seven years.

Patrick: Six years.

2. *What type of person would fit into the company's environment?*

Kelly: People skills- dealing with users and customers. Trouble shooting.
Commitment to task- don't go home until task is solved, because must
keep machines up and running. Team effort.

Patrick: Knowledge of operating system. Communication skills- to UN-technical
people. Work well on their own. Do not need direct supervision.
Applications. Trouble shooting. Support service- company and client.

3. *How does the UNIX position fit into the structure of the company?*

Kelly: UNIX is the basis for the operating systems. Then you have the IS
programmers. Payroll application is run off of UNIX.

Patrick: UNIX is they way you talk to computer operating system.

4. *Describe the UNIX position. What is a typical day like for you?*

Kelly: It is never the same. You never know what is going to break. Projects.
New applications all of a sudden- run into problems (trouble shooting).
Continuously called for technical support and developers.

Patrick: Morning is routine. Overview what happened in night process. Called in
at various times at night service.

5. *What kind of projects to you do?*

Kelly: Routine things. Implement new applications- backup solutions, customize
them. Planning out, if doesn't work what you can do. Documentation
(last step). Plan>Do>Document.

Patrick: N/A

6. *Do you work in teams or individually?*

Kelly: Some team, some individual. Individual mostly. Groups are a major
project every month. Use team as a resource.

Patrick: Applications teams and individually, find their own pigeon hole.

7. *What specific tasks are you responsible for doing?*

Kelly: Look below at critical tasks.

Patrick: Monitor systems. Scheduling Package. Output managing system,.
Configuring files to modify. Hardware installation changes. Upgrading
applications with vendor.

8. *What skills and abilities are needed to succeed in the position?*

Kelly: UNIX background. Computer science- programming/networking, classes.
Terminology/protocols. Laid-back- jeans/t-shirts. Friendly. Know group
your working with.

Patrick: Trouble shooting skills. Deadline moved up.

9. *What background knowledge is useful for the position?*

Kelly: N/A

Patrick: Operating system, UNIX.

10. *What other requirements are needed to fill this position?*

Kelly: People skills. Interaction. Customer Service.

Patrick: N/A

11. *Are there any critical tasks that the Systems Engineer position is required to do that
are not done very often?*

Kelly: N/A

Patrick: Not really. Pager three times a day.

12. *What kind of person would enjoy working in this position?*

Kelly: Friendly. Communicate well. Fast Learner. Going to class to learn more.

Patrick: Is not: non-multitaskular (very demanding and stressful). Is: technical,
enjoys technology, leading technology and multitasks. Who likes "toys."

13. *How many hours a week does a person in the Systems Engineer position work?
Overtime? Weekends?*

Kelly: Yes- work weekend and overtime. On call with a 30 minutes response
time.

Patrick: 40-60 hours a week. On call. Projects.

14. *Do you ever have to take work home?*

Kelly: Yes.

Patrick: Yes.

15. *How does your performance get evaluated?*

Kelly: Projects. Up time of machines- 100%. Service to the users. Goals- have
to fill out. Written and verbal communications.

Patrick: As long as the project gets done on time. Things get fixed.

16. *What was your experience coming to the job?*

Kelly: First started as computer operator- not a lot of access. Has to be learned on the job.

Patrick: System administration. Operating experience.

17. *What do you feel was most helpful?*

Kelly: N/A

Patrick: Education in geology take single elements and put into puzzle.

18. *What experience or skills would you have preferred to have more of?*

Kelly: N/A

Patrick: UNIX and products. Programming. Knowledge needed when you come in. Training not, encourage education.

19. *Are there any aspects of your work that you would like to change?*

Kelly: Leave work and be done. Loves it though!

Patrick: N/A

20. *Anything you really enjoy?*

Kelly: N/A

Patrick: Likes to fix things.

Critical Tasks

<u>Description:</u>	<u>Frequency</u>	<u>Criticality</u>
UNIX Applications		
Implement new applications	Once/Month	5
Support Existing Applications	Daily	
2		
Maintain user accounts	Weekly	5
New person starting, someone can't log on, account in different box, deleted something in home directory.		
Implement Hardware	Weekly	3
New modem, etc.		
Restore and Backups	Every Night	1
Send off site (protection), disaster recovery plan.		

Job Description

The Systems Engineer position is responsible for the maintenance and improvement of the computer system network for Corporate Express. Without the maintenance of the system, the company is not able to maintain all the orders and other information to conduct business. The person in this position works in a team of four within the department of other teams. They are also required to help other members of the company in separate locations to improve and maintain their personal systems to conduct business.

Responsibilities

(Based on order of criticality)

Most Critical

Back-ups

Every nights back-ups must be done in order to ensure security of daily data transactions. This includes maintenance on a 24-hours basis, involving top priority.

Application Upgrades and Support

Every two weeks applications need to be updated and maintained in order to keep company advanced and technologically eligible. The applications include : *UNIX, ISIS, MISTRO* , and *ALEXANDRIA*.

Logs

Each employee has a log in, in order to use applications and keep track of transactions. This keeps all transactions available and usable. It involves *Oracles* database usage, archiving logs, and transaction on-line logs. This needs to be cleaned out daily to ensure storage record space for the next log in. Maintenance of the users and their accounts are also a part of these logs.

Critical

Scheduling Packages

Daily processes of the customers' billing worldwide. This is done by using *ISIS* and *MISTRO*. It is crucial in order for the company to process billing transactions quickly to receive payment promptly. This varies according to amount of business sales.

Capacity Planning

Weekly planning for projects and applications of employee usage. In order to effectively schedule the amount of availability of computer memory storage. This is important because if computer memory storage is overloaded then loss of transactions and unavailability of log in usage occurs. Thus, there is a loss of profit and business transactions.

Hardware/Software Support

Making sure all computers and office equipment, and software applications are usable and functioning. Official quarterly checks, but if problems arise, need to be fix as soon as possible.

Output Management

General reports distributed to management which provide information on evaluation of procedures and projects currently being worked on. This enables management to be able to effectively male logical decisions and plan accordingly. These reports are based on the individual and group projects which are assigned weekly.

Dictionary of Occupational Title

030.167-014 SYSTEM ANALYST (profess. & kin.)

Analyzes user requirements, producers, and problems to automate processing or to improve existing computer systems: Confers with personnel of organizational units involved to analyze current operational procedures, identify problems, and learn specific input and output requirement, such as forms of data input, how data is to be summarized and formats for reports. Writes detailed description of user needs, program functions, and steps required to modify computer programs. Reviews computer system capabilities, workflow, and scheduling limitations to determine if requested program or program change is possible within the existing system. Studies existing information processing systems to evaluate effectiveness and develops new systems to improve production or workflow as required. Prepares workflow charts and diagrams to specify in detail operations to be performed by equipment and computer programs and operations to be performed by personnel in system. Conducts studies pertaining to development of new information systems to meet current and projected needs. Plans and prepares technical reports, memoranda, and instructional manuals as documentation of program development. Upgrades system and corrects errors to maintain system after implementation. May assist COMPUTER PROGRAMMER (profess. & kin.) 030.162-010 in resolution of work problem related to flow charts, projected specifications or programming. May prepare time and cost estimates for completing projects. May direct and coordinate work of others to develop, test, install, and modify programs.

Job Specifications (KSAOs)

Knowledge

1. UNIX Operating Systems
2. Database Administration
3. Networking Environment
4. Shell scripting and/or C programming is a plus

The first three knowledge requirements are critical for this position because they are necessary for the essential tasks needed for the job. The Shell scripting is optional, but not a requirement for the position. That knowledge will be trained on the job. A Bachelor Degree in Computer Science is not required if they have the essential background in the above requirements.

Skills

1. Communication Skills - written and oral
2. Organizational Skills

The two communication skills are critical for this position are written and oral. These are essential because the incumbent will have to create written proposals, reports, and memos for their various projects and tasks. Oral skills are also essential because the incumbent will be interacting with co-worker, supervisors and customers.

Abilities

1. Aptitude to learn
2. To work in teams
3. To work in unstructured (casual) environment

The ability to have the aptitude to learn is critical because the incumbent will be forced to be in a situation where they will have to learn the task or application quickly and effectively. Part of the position requires that the incumbent will work in a team structure frequently, therefore it is critical that they are able to work successfully with others. The culture of Corporate Express is a casual environment, thus the incumbent must be able to adapt and work well in this unstructured atmosphere.

Other Requirements

1. Flexible schedule (working hours)
2. Dedication to task

This position entails additional requirements such as above. A flexible schedule in the incumbent's working hours are critical because many of the tasks that must be completed may not be during the normal business hours. This leads into the necessity of the incumbent's dedication to his/her tasks. It is critical that the incumbent is willing to complete the task by the assigned time or until it is finished.

Selection System For Corporate Express

Current Selection System

Corporate Express has a very in depth hiring and selection process that currently works efficiently for them. The first step in the process involves receiving resumes through various sources. The resumes could be received through job fairs, colleges and universities, or through contacts with another organization that was hiring for the same position and has qualified applicants left over. The next step that is taken after the resumes are in the hands of Corporate Express, is a high level review of the resumes, which is conducted by a technical recruiter. The technical recruiter, whose job is to pick the acceptable applications and disregard the non-acceptable applications, will survey each application to find out who the company might be interested in finding more information about. Once the acceptable applications are determined, then a telephone interview or face to face interview is conducted with a technical recruiter or with a team lead. If the applicant is out of state, then a telephone interview is conducted instead of a face to face interview. If the applicant passes the initial telephone screening or initial face-to-face screening, then an on site interview with a team lead, a person in the Human Resources Department, and a team member will then be held with that person. This is done to get the initial impression of the applicant's culture, role fit, technical skills, and etc. with Corporate Express's cultural image. In this interview the Corporate Express's company profile is presented and the department that the applicant is applying to work in is described. Then there is an assessment of key behavioral dimensions of the applicant,

to see if he/she fits the job. Finally if they pass all of that, then the applicant fills out an application for employment.

If all went well in the first interview, a second interview within a week or two is conducted with the applicant that the Corporate Express sees is fit for the job. This interview involves another team lead, a director in human resources, and another technical person to be part of the interview panel. During this interview is when decisions are made based on answers to questions that go more in depth to acquire more information about the applicant. If the applicants answer look and seem well, then an offer for employment is presented. But, before any work starts, even if the offer is accepted, Corporate Express requires a drug test and a background verification (degree and previous employment.) The process is long, but employment will not start until all the steps are followed.

Proposed Selection Plan

Because Corporate Express is so successful, and their selection system is so in depth, there are only a few recommendations that can be made. The first recommendation has to do with the lengthy process that is taken to hire an applicant. The process could take up to a month or as little as two weeks. Also the interview process takes up a lot of time, especially management time since there is always three people on the committee. Try to either cut down the lengthiness of the process or maybe distribute application forms directly after receiving the resumes and review those to narrow the applicant pool, which in the long run would cut down the length of the interview process.

Another recommendation has to do with what the interviews are used to measure. It seems that the further one gets in the interviewing process, the more in depth the questions get, but it is not set as to what is specifically asked during each interview. Our recommendation is that more specific structured questions are to be asked during each of the two series of interviews. Divide the KSA's up and only determine about four per interview (the most important four)

Proposed Selection System

After reviewing the current selection system, we feel that this hiring process is more than adequate to achieve high impact hiring.. Some of the key aspects that are beneficial to the selection system are the interview process, the application form, and drug testing. Though the current system operates effectively, there are still a couple purposed modifications.

The hiring process is an appropriate length The progression of interviews that the applicant participates in is thorough because it focuses on job performance and the dedication to the company. This is important in order to decrease turnover rates and sustain employee satisfaction with the corporate culture.

In the current system the applicant receives an application in the very last step of the hiring process. This is good because the applicant will not be hired based on the information received in the application form. Also there is no preconceived opinions that influence the interviews.

Drug testing should continue to be used because of three basic arguments. First, drug testing will decrease the amount of absences, accidents, and health costs by increasing performance and organizational effectiveness. Second, employers and employees should have the right to a drug-free work place. Thirdly, drug testing screens and weeds out drug user applicants who couldn't get a job somewhere else, therefore the company does not act as an employer of the last resort.

The current system should still be used, however, we suggest that there should be a few modifications. The first modification is to develop a more structured set of questions. These questions should measure certain attributes (KSA's) that are relevant to

the job. There should not be more than four attributes measured per interview and the attributes that are to be measured are to be determined before the interview is conducted. The answers will be measured on a rating sheet to distinguish between each applicant. As the applicant progresses toward the second interview, the attributes measured will get more in depth, though still being conducted in a structured fashion through behavioral-description questions. Behavioral-description questions is an interviewing approach that accesses similar behaviors that were performed in the past. These questions are a good predictor of future behavior. If the applicant does not have a similar experience, then ask a situation question instead. A situation question involves a hypothetical scenario of a job situation and how they would behave in it.

The final proposed modification is the creation of a work sample test. This work sample test will be used in order to measure the applicant's capability for written communication performance. A work sample test is a tool to observe actual performance of the job in a controlled environment. The work sample test would be administered directly after the final interview to contribute to the decision making process.

Proposed Application Form Changes

After looking over Corporate Express' current employment application, we feel there needs to be changes. We have determined that first, they need to create a specific application for the Systems Engineer position. The new application will help the applicant access what is relevant for the position. The old form is too general therefore confusing the applicant on what they have to fill out. For example, in the Skills/Achievements section, the questions asked are not position specific such as, "Can you read blueprints?" Questions that need to be asked for this section should be relevant to the knowledge section of job specifications of the position. These include:

- Are you familiar with the UNIX operating systems?
- Are you familiar with the Database Administration?
- Are you familiar with a Networking Environment?
- Are you familiar with Shell scripting and/or C programming?

We should continue using part of the section which asks about computer experience, honor/reward, and additional information about qualifications because it gives valuable information on the knowledge about this position and the applicant's qualifications.

The second proposed change is to remove the section regarding a driver's license for use of company's vehicle. A driver's license is not critical for the Systems Engineer position. However, they can ask for this additional information after the applicant is hired if needed. We feel that the information that we not discuss here is relevant to the Systems Engineer's position and Corporate Express' proposed selection system.

Structured Interview Questions:

Background: Corporate Express is the world's largest provider of office products and services to large Corporations. This position, in cooperation with the unit, is responsible for making sure that the computer network for the whole company is up and running.

Interviewee Name:

Interviewer Name:

Questions:

Describe a time when you were working in a group and there was a conflict in that group (such as one member was not doing their share of the work). How did you and the group handle the situation? (Ability to work in teams)

Excellent

-worked out in a constructive way

Acceptable

-got the job done
no mention of problem

Poor

-inappropriate approach to member/group failed

A company employee calls you and his computer has just crashed. The man is frantic and convinced he is going to lose his job if he does not get his computer up and running. What steps would you take in that situation. (Communication Skills and Customer Service)

Excellent

-calmed person down

Acceptable

-acknowledged frustration

Poor

-ignored person

You get beeped at 2:00 in the morning, and you have to come to the office. You find that your primary mode of transportation is not available. What would you do to get into work? (Flexible Schedule and Working Hours)

Excellent

-easy back up plan

Acceptable

-a littler unprepared

Poor

-couldn't get there

Describe to me what your work space at home looks like? (Organizational Skill)

Excellent

-organized

Acceptable

-a little unorganized

Poor

-a mess

Let's say that you want me to record a show on TV for you. I do not know what to do to record on a VCR. Describe to me the steps to take to be able to record the show in such a way I could understand if we were speaking over the phone? (Communication Skills)

Excellent

-clear/all steps

Acceptable

-pretty clear/most steps

Poor

-not getting to record

Describe to me a situation in the past where you had to learn a new skill in a short amount of time and how you handled it. (Example: Dr. Appointment and stick shift) (Ability to Learn)

Excellent

-technical skill/succeed

Acceptable

-easy skill/succeed

Poor

-failed

What is your Experience with UNIX Systems? (Knowledge)

Excellent

-extremely familiar/trained on

Acceptable

-sort of familiar

Poor

-not familiar

Explain a project that you have implemented using the UNIX System and the steps in which you took to accomplish the project. (Knowledge)

Excellent

Acceptable

Poor

-implemented project and explain steps

-implemented, but no concrete steps

-no implementation and steps

What is the ideal environment that you would feel comfortable working in?

(Ability to work in unstructured environment)

Excellent

Acceptable

Poor

-able to work in any environment

-able to work in casual environment

-not flexible or casual

You have a project that is do before you leave for the day. It is now 4:45 p.m. and you have not completed it and you have dinner plans. What would you do?

(Dedication to task)

Excellent

Acceptable

Poor

-show dedication to the task

-compromise/get it done before a.m.

-not complete

Reference Checking Guide/Form

Applicant Name: _____

Reference Check by: _____

Company Name: _____

Contact Name: _____

Phone Number: _____

Date: _____

Date of employment verified: Yes _____ No _____

Position verified: Yes _____ No _____

Reason for leaving verified: Yes _____ No _____

Attributes

Response Rating

(Check One)

*Good Indifferent Poor/
 Problem Wouldn't
 Answer*

1. Ability to work in a team environment. Comments:				
2. Ability to work within a flexible schedule and had commitment to get task done within the schedule. Comments:				
3. Skill to communicate effectively with co-workers, supervisors, and customers. Comments:				

Work Sample Test

Directions: Take the information provided below and create a memo in basic format that will be distributed among your co-workers. This measures your written communication skills.

- There was a lightening storm, causing the computers to short circuit temporarily. You are on call and when you arrive you discover that a safety check must be taken in order to operate the system. In order for no problems to occur, every worker must be warned before the computer is turned on.
- Create your own safety check with the provided scenario. The content information is not weighted, however, how you communicate it is weighted

Rating System

Poor: Not legible, rambling, spelling errors, not concise, not communicating the message

Acceptable: Communicating message, not direct and clear

Excellent: Communicating message clearly and effectively so there is no confusion, grammatically correct, no spelling errors, legible, and concise

Decision Guide

We have determined a rating system for both the structured interview and the Work Sample Test. A three tiered approach is used for the decision guide, the ratings include: Desirable, Acceptable and Unacceptable. A rating of Desirable means that the applicant fulfills the necessary attribute in an outstanding rating of excellent. The excellent performance means that the applicant can perform more efficiently in the job and possible less training needed. If the applicant is rated Acceptable it implies that the applicant can perform at a minimum level of competency, but also at reasonable level. This applicant also meets the minimum of the required critical KSAOs. An Unacceptable rating implies that the applicant does not meet all of the required critical KSAOs and should not be considered for the position.

Using the above ratings one can use the results of the structured interview and the work sample test in the Decision Guide (Shown on next page). Once the results from the two measures are gathered, they are combined and put into the table. The table is used to evaluate each applicants ratings for each attribute. The candidates that show Unacceptable ratings in any of the areas are will not be considered for further evaluation. The candidates with the most Desirable ratings the candidates that are a first priority in the hiring process. Then the candidates that are left are used based on who may have the most desirable compared to acceptable ratings for the hiring process.

For using these measures you must base your decisions on the performance the candidates show and critical attributes they have, not on your personal feelings or views. By using this decision guide, applicant is chosen based on the greatest likelihood of delivering outstanding performance.

