**Project Manager**

Preliminary Statements:

• Thank you for your time.

• We have a list of questions we have prepared and will ask every applicant the same questions.

• We will go through each question, then give you the opportunity to ask a few questions.

• If you are ready to get started, let’s begin.

1) Could you tell me about a time when you had to speak up against an idea? How did you present your opinion? The answer will demonstrate the level of confidence an applicant has, particularly if they spoke up with higher level employees. Ensure that the applicant is answering for a specific example rather than answering about how they might hypothetically handle it.

2) Could you give me an example of a situation where you had to deal with a difficult person (co-worker, customer, etc.). How did you resolve that situation? Examples will vary depending on the level of experience. With any conflict, a collaborative problem-solving approach is best:  listening to all sides, maintaining composure, balancing emotion and logic, trying to come up with a mutually beneficial solution.  Avoid applicants who blame or withdraw from conflict.

3) How have you gone about gaining someone's commitment to an outcome? What have you done to ensure that the person follows through? Applicants should provide insight on how dependable they are, and how they followed up verbally to gain commitment, or with an email or phone call. Look for an applicant that demonstrates dependability and a commitment to achieving goals.

4) Could you tell me about your actions in taking ownership of a special project or unique situation? Look for the applicant's examples of spotting an issue and taking ownership for fixing the situation without being told to do it.

5) Could you tell me about how you had special insight into a situation that was different than others? Look for examples that demonstrate an intuitive approach to work, and uses of perception based on experience, not guess work.

6) Could you give me an example of a time when you had to work a minimum of direction or guidelines? How were you able to ensure that you were on target? Some people wait for directions, others manage up and get the information they need.  Look for someone to set clear goals and objectives, assign roles and responsibilities, and take the initiative, demonstrating assertiveness and confidence, without being too bold.

7) Could you give me a concise version of your career history? This is better than the standard "tell me about yourself" question.  Hopefully the applicant is able to keep the answer brief and concise.  The intention is not to go on for 10 minutes, but to clearly and concisely convey what they have done to date in their career.  Hopefully the answer will include what they learned about themselves and some revelation about their decision-making process, not just a step-by-step list of where they worked.

8) Which projects have you completed that demonstrate your expertise in this specific area? With "this specific area" you can refer to any area, program, or body of knowledge you wish too. The projects that the candidate brings up should be relevant to the position they’re interviewing for - help them by referring to a certain topic that is pertinent to the job. Whatever project(s) they bring up, as well as their ease of explanation, should help the interviewer understand the depth of their understanding.

9) What interests you about this industry and how have you learned about it? Learning about what interests the applicant in the industry will help the hiring manager to understand what they may prefer to work in or focus on. In addition, if the candidate is just starting out in the industry, this question may help the interviewer to understand how dedicated they are to joining the organization and the industry in general (i.e. how much work they might be willing to put in), and why they’re willing and interested in doing so.

10) Could you give me an example of when you had to learn something quickly? How did you obtain that skill or knowledge? A motivated person will make continuous learning a priority.  They will research, take a course, read a book, shadow an expert, or do whatever is required to learn the new system. Ask for specific steps the applicant took on their own or at the request of management to ramp up their knowledge and skills.

11) Could you give me an example of a recommendation you made which was not implemented? What would you do differently next time to be sure your idea was enacted? This question looks at how determined the applicant was to achieve their goals.  The answer should be well thought-out and include some insight into how they learned to be effective and accomplished a goal regardless of any setbacks.

12) Could you give me an example of how you had to make a decision before you had all the information? How did you proceed? Having insufficient information is a common road block and many people do not move beyond that obstacle.  Assess how comfortable the applicant was in their response and whether they will be able to deal with ambiguity and change in the future.

13) In past jobs, how much direction did you get from management for projects? Did you prefer detailed plans or did you make it up as you went along? This answer will provide insight into how self-directed the person is and how comfortable they are with making their own plans. Some applicants are not comfortable with ambiguity and may prefer to have detailed work plans, others prefer winging it. Consider the job they are applying for and whether their inclination is a good fit.

14) What is an example of a time you were not able to finish a project? What was the circumstance and what was your response? Look for the applicant to take responsibility for the situation.  No one is perfect and people can grow and develop by learning from mistakes.  Look for an outcome of the error, not just a restatement of the problem.

15) Could you give me an example of a challenge you faced in getting cooperation from another department or co-worker? Even if the applicant was not in a management or supervisory role, they need to work with others, and this often means taking the lead.  Examples could be from non-work situations if they have not had much work experience. 16) Could you give me an example of how you have reached out to consider other people's perspectives? Reaching out to other groups and viewpoints is important.  Look for concrete examples of how the applicant engaged with other people for a better perspective.

17) Could you give me an example of a situation where had higher standards than others on the team? High standards are wonderful, but working with a know-it-all can be challenging.  The applicant's answer should be confident, without overdoing the confidence and the outcome should be for the benefit of the department or team, not for the applicant to "humble brag" about their contributions.

18) What are your standards for excellence and how have you put those standards into outcomes? The applicant may state their corporate values, or may come up with their own definition of excellence.  Look for real examples of high standards and a positive outcome. If the applicant tells you about situations that were problematic, but resolved, all the better. The answer should not reflect generalizations (like "I always..." or "I never..."). Ask for specifics.

19) What is your definition of integrity and how have you demonstrated integrity at work? Integrity has to do with honesty, ethics, morals, etc. Having integrity means doing the right thing, and their example will provide insight into their individual moral code.  Important note

Points to Wrap Up:

• What questions do you have for me?

• Next steps…

• Thank you for your time. We appreciate it very much.