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OVERVIEW

➢ **Resume Reading**

➢ **Analyzing the Position**

➢ **Developing the Right Questions**

➢ **Common Mistakes**

➢ **Preparing, Conducting, and Evaluating the Interview**

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RESUME READING

Review the cover letter (if they have one).

Perform a resume scan.

Do it again. Focus on skills and qualifications.

Thoroughly review employment history.

Make a decision.

RESUME READING

Am I planning to ask for information the candidate has **already** shared?

Do I need to check the **validity** of what they claim?

Is there anything **strange** or **interesting** in their past to **explore** in the interview?

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ANALYZING THE POSITION

ANALYZING THE POSITION

Look at job **characteristics**.

Which are **critical** to perform job duties?

Which are **nice to have**?

Are the skills **technical** or **behavioral**?

Are they **transferrable**?

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ANALYZING THE POSITION

Job Characteristics (from description)	Critical Job Requirement – Essential	Nice to Have	Technical or Behavioral	Transferrable?
Bachelor's degree – Engineering	X		T	
MS Office Suite	X		T	X
Interpersonal Skills	X			X
5 years experience in offshore drilling geophysicist	X		T	
3 years leading teams		X	B	X

[Job Analysis Exercise]

ANALYZING THE POSITION

Senior Quality Assurance Engineer

Job Description
SUMMARY OF DUTIES

ESSENTIAL FUNCTIONS PERFORMED

1. Conducts complete and conceptually related studies to approach technical problems, whereas the problems are difficult to define, require unconventional or novel approaches, and require sophisticated research techniques.

2. Performs technical work where available guides and precedents contain critical gaps, are only partially related to the problem, or may be largely lacking due to the novel character of the project.

3. Contributes techniques which are of material significance to solve specific problems and drive continuous improvement.

4. Keeps abreast of new scientific methods, standards, regulations, and developments affecting the organization for the purpose of recommending changes to processes, systems or designs warranted by such developments.

5. May plan, organize, mentor, and supervise the work of engineers or technicians on various engineering projects and quality system compliance issues.

6. Responsible for coordinating risk analysis/management activities. This may include leading risk management analysis meetings, documenting results, following up to ensure risk mitigation and facilitating improvements.

7. Reviews, approves and generates Engineering Change Notifications (ECNs) to update or generate verification, validation, monitoring and inspection methods, procedures, and test protocols; specific to assigned product line(s) and processes and production control(s).

8. Mentors and evaluates competency of Quality Auditors, Quality Engineers, and technicians, by providing training or other actions required to satisfy quality objectives.

9. Evaluates and participates in the selection of suppliers by monitoring supplier performance, through collection and trending of data and performing supplier quality audits, as required.

10. Reviews nonconformance records (internal/external) to determine disposition, root cause and need for corrective and preventive actions.

ESSENTIAL PHYSICAL/ENVIRONMENTAL DEMANDS

* Lifting – Not to exceed 50 lbs. – local practice may apply.

* Writing

* Sitting

* Standing

* Bending

* Vision

* Color perception

* Depth perception

* Reading

* Field of vision/peripheral

* Fine motor skills

* Noise

* Chemical vapors

MINIMUM QUALIFICATIONS

* Education and/or experience equivalent to a Bachelor's Degree in Engineering or related field with six years of quality engineering experience (to include experience in the development and implementation of effective

quality systems).

* Strong interpersonal, organizational, and verbal and written communication skills and the ability to work effectively as a team member.

* Demonstrated working knowledge of 21 CFR 820 (Quality Systems Medical Devices), ISO 13485, ISO14791, and other medical device related standards.

* Proven ability to work effectively in a team environment through conflict resolution and negotiations.

* Working knowledge of statistical methodologies, quality control and manufacturing tools, such as applied statistics, lean manufacturing, Six Sigma, etc.

* Knowledge of applicable regulatory agency regulations.

* Demonstrated computer skills preferably spreadsheets, word processing, database and other applicable software programs.

PREFERRED QUALIFICATIONS

* Medical device experience or equivalent experience in a regulated industry.

* Experience handling deviations, investigations and CAPAs.

* Experience with Master Control, Smart CAPA, Oracle and Crystal.

COMPETENCIES

* Engineering problem solving/decision making

* Technician supervision

* Special projects/ECN's/prototype creation

* NCMR causes/corrective actions/dispositions

[Job Analysis Exercise]

DEVELOPING THE RIGHT QUESTIONS

OPEN-ENDED QUESTIONS

Pros:

Rich source of info.

Puts the interviewee at *ease*.

Can pick up on the candidates *vocabulary*.

Cons:

Potential for *irrelevant* detail.

Responses can take *too much* time.

Answers may be *difficult* to compare.

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CLOSED-ENDED QUESTIONS

Pros:

Saves time.

Easy to *compare* interviews.

Obtains the *relevant* data.

Cons:

Can be *boring* for the interviewee.

Fails to obtain *rich* detail.

More *difficult* to build rapport.

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BEHAVIORAL QUESTIONING

Based on past behavior to predict future success.

You are looking for:

A *description* of the event.

The *action* they took.

The *outcome*.

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BEHAVIORAL QUESTIONING

These past experiences should illustrate their ability to perform job functions.

These questions begin with:

Tell me about a time…

Give me an example of when…

Walk me through…

Describe for me…

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SITUATIONAL QUESTIONING

Focuses on *future* scenarios to see what the candidate would do.

You are looking for:

What they would *say* or *do*.

How they *analyze*.

What the *desired* response is.

SITUATIONAL QUESTIONING

This is all speculative!

Useful for candidates with limited/no work experience.

These questions begin with:

What if…

Imagine that…

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SITUATIONAL VS. BEHAVIORAL

The main difference is HOW you start the question.

Behavioral

Looks at past behavior to predict future success.

Situational

Hypothetical future behavior.

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CAR(STAR) STATEMENTS

What to look for in a candidates answer.

Challenge
Provides **context** into situation/task.

Action
How the candidate **analyzed**, **evaluated**, or **improved** the situation/task.

Result
Look for the **outcome** in as metric of a form as possible.

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WHAT <u>NOT</u> TO ASK

Don't ask about **non-job** qualifications or requirements.

Race, national origin, age.

Disabilities, medical issues, or illnesses.

Marital or family status.

Political affiliation or beliefs.

[Creating Questions Exercise]

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PROBING

Using follow-up questions to better understand a response.

Examples:

"Tell me more about that."

"What led you to…"

"What was the outcome?"

"Why did you do that?"

PROBING

Probe the following answer:

"The machine was broken and there was no repair person around, so the team got together, figured out what was wrong and got it running 2 hours before a repair person arrived."

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PROBING

Probe the following answer:

"The customer didn't like the report, so I asked them specifically what they wanted and what was wrong and worked late to deliver a revised report within 24 hours that they were delighted with."

PROBING

Probe the following answer:

"Service ratings were poor. The manager liked my recommendation to correct it and approved it."

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PROBING

Probe the following answer:

"I believe that in situations where you have conflict, the best approach is to be honest and face it head-on."

THE INTERVIEW

COMMON INTERVIEWER MISTAKES

Not knowing what you're looking for.

Making up questions.

No response evaluation strategy.

Making a biased decision.

One-way conversations.

Lack of structure, content, and process.

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PREPARATION

Set the **who**, **when**, and **where**.

Get **feedback** from the receptionist or front desk.

Review the **facts**.

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CONDUCTING THE INTERVIEW

Actively listen.

Take brief notes, elaborate later.

Let them ask questions at the end.

Inform them on what to expect next.

CONDUCTING THE INTERVIEW

Be ready to answer questions.

Provide pertinent, transparent answers.

Be able to discuss:

> **Company strategy, mission and structure.**
>
> **Perks and benefits.**
>
> **What you like about your job and the company.**
>
> **Next steps.**

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RED FLAG ITEMS

The candidate…

Doesn't ask any questions at the end.

Pay & Benefits > Company & Job

Bad mouths former employer.

Poorly groomed/arrives late.

Lacks enthusiasm, doesn't sell themselves.

Didn't research the company.

[Mock Interview Activity]

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EVALUATING

Those making the hiring decision must define how the final candidates will be judged.

- Educational background
- Relevant work experience
- Attitude and motivation
- Ability to work in a team environment
- Critical thinking and problem solving
- Leadership qualities

[Interview Evaluation Form]

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POST-DECISION

Do not reject non-selected candidates until new candidate starts

Always communicate non-selection

Thank the rejected candidate for their time

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SUMMARY

Understand your **job requirements**.

Interview **well**.

Behavioral interviewing for the **more** experienced.

Situational for **entry-level** or inexperienced.

Probe for detail on **critical** job requirements.

Be **consistent**, use the **same** questions and interview format.

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