

# Interview guide

This guide describes the recommended approach to interviewing candidates for vacant positions at DTU. The intention is to provide managers with a structured approach to holding interviews. For additional sparring with regard to interviews and recruitment in general, you can always contact the department's HR Partner or the HR Department.

## First Interview

### Purpose:

The first interview is a screening interview centred primarily on the academic competencies. A second interview – if any – will focus more closely on the candidate's more personal qualities. As a guideline, the first interview should include the following:

- Explain the position and the principal professional and personal qualifications that the job requires.
- Assess the candidate's academic competencies for the job.

It is important to show the candidate respect and ensure that he/she can relax.

### Participants:

The appointing manager, 1–2 future colleagues and the HR Partner, if appropriate. It is important not to 'over-populate' the recruitment committee. Clarify your roles with one another before the interview.

### Expected duration of the interview:

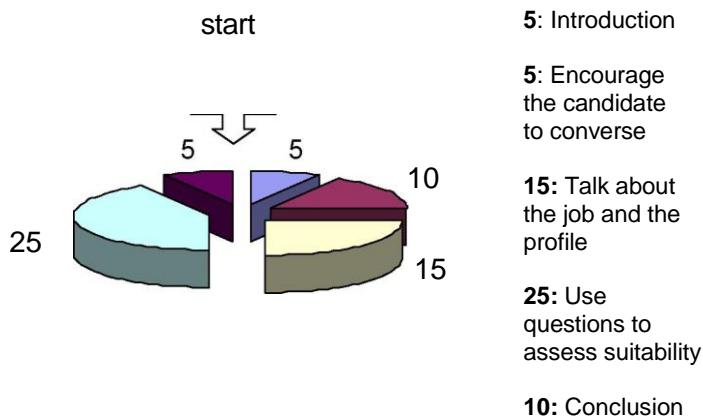
60 minutes.

### Material to use in the interview:

- Application and CV submitted.
- DTU organization chart.
- Departmental organization chart.
- If relevant, information about the department – at general level.
- Interview form for notes.

### Expected division of the interview into phases:

#### Distribution of time in the interview



## Introduction – 5 minutes

- Introduction of the people participating in the interview.
- Explain the contents of the interview process.
- Explain that the interview is expected to last 1 hour.

## Candidate talks about himself/herself—approx. 10 minutes

Start by encouraging the candidate to talk about himself/herself and his/her motivation for applying for the job. Examples of open, introductory questions:

1. Tell us a bit about yourself.
2. Why did you specifically choose to apply for this job with us?
3. What particular qualifications/experience do you think you can contribute? (The purpose is to develop a sense of the candidate's own perception of the job content and match in relation to his/her own qualifications).

## Talk about DTU, the department and the job—approx. 10 minutes

- Talk about the department in general terms—use the organization chart, if appropriate.
- Talk in general terms about the job and the job profile—refer to the job description.

## Assess the suitability of the candidate by asking him/her questions—approx. 20–25 minutes

### Assess the person's academic competencies in general

1. Ask about specific competencies that are necessary for the job. Here, it is important to ensure that the candidate presents specific examples (see 2–8) that can be validated by subsequent reference checks. The competencies may, for example, be:
  - a. Technical competencies.
  - b. Teaching competencies.
  - c. Service-orientation.
  - d. Strategy and organization development.
  - e. Finance and accounts.
  - f. HR management.
  - g. Project management.
  - h. EU contracts.
2. Describe your **experience** in this area (necessary competency).
3. Describe a **specific situation/assignment** where you used your competencies in this area?
4. What **did you do** specifically in the situation/on the assignment?
5. What was the **result**?
6. What did you **take into consideration**?
7. What **were your thoughts** about the situation/assignment?
8. How do you think **others** perceived the situation/assignment?

### Assess the candidate's leadership skills (if the interview is for a management position)

1. Ask how the candidate feels about management and how he/she views leadership.
2. Ask how others would rate the candidate in a managerial context (colleagues, superiors and staff).

3. Ask the candidate to talk about a situation where he/she had to make use of his/her managerial skills to deal with a specific conflict/challenge. Examples of questions:
  - a. Tell us about a managerial challenge that you solved successfully.
  - b. Tell us about a managerial challenge that you would have solved differently.

In this context, listen carefully to check whether the candidate talks in terms of 'we' (team-oriented) or 'I' (individualist). However, please note that this will only provide an indication, which should be investigated further in a second interview, if appropriate. Listen attentively to check whether the candidate is introspective.

### **Pay and conditions of employment**

1. Collective agreement plus pay supplement, if relevant.
2. What are your expectations regarding your pay (NB Remember that this is **not** an actual pay negotiation—simply a question about expectations).
3. Working hours regulations, flexitime, holidays, etc.
4. DTU rules on secondary employment. See also: [Guidelines on secondary employment](#) and [Procedure for identification of possible incompatible secondary employment prior to appointment](#)

### **Conclusion – 5 minutes**

- Ask whether the candidate has any other questions.
- Tell him/her that if he/she thinks of any questions subsequently, he/she can contact xxxx.
- Explain the process going forward.
- Tell the candidate when he/she can expect to hear from you again.
- Thank the candidate for his/her time and interest.
- Ask him/her to go home and consider whether he/she is still interested in the job.

## **Second interview**

It is recommended that you hold two interviews with the candidates (two or three of them) before making a final decision about filling the position.

### **Purpose:**

The second interview goes into greater depth and is based on examining the applicant's personal competencies and profile. It may be a good idea to use a personality test as the basis for dialogue about the candidate's personal competencies. The personality test is designed to highlight the candidate's preferred way to act/perform in a work context. Contact the department's HR Partner for details of which personality test would be best suited to the purpose. If a personality test is part of the recruitment process, the candidates should be asked to complete the test online prior to the second interview.

It may also be a good idea to prepare a work-related case and give the candidate time to prepare a response to it immediately before the interview. When inviting candidates for the second interview, always remember to tell them if they will be presented with tests or cases.

### **Participants:**

The appointing manager, HR Partner/Recruitment Consultant—HR **MUST** participate if feedback is given on a personality test or problem-solving test.

**Expected duration of the interview:**

60 minutes or 90 minutes if a personality test is included in the interview.

**Material to use in the interview:**

- Application and CV submitted.
- Interview form/notes from first interview.
- Personality profile—test report for manager, candidate and HR Partner/Recruitment Consultant.

**Introduction – 5 minutes**

- Introduction of the people participating in the interview.
- Explain the purpose of the second interview.
- Explain how long the interview is expected to last.

**Introductory questions to the candidate – 10 minutes**

1. Does the candidate have any questions after the last interview?
2. Career, commercial experience, education and other questions concerning the CV.
3. Wishes/expectations concerning the coming job—professional, personal.

Get the candidate talking and draw out information that can be used in connection with a personal profile, if any, or more in-depth questions about personal competencies.

**Assess the candidate's personal competencies by asking him/her questions—approx. 25–35 minutes****Assess the candidate's capacity to work with others**

1. Ask questions to highlight the person's capacity to work with others – ask for his/her own assessment in this regard.
2. Ask the candidate to provide specific examples of cases where working with multiple groups was essential in achieving results.
3. Ask the candidate to assess the importance of collaboration in relation to different groups of people.
4. Ask the candidate to assess how his/her colleagues would rate his/her capacity to work with others.
5. Ask the candidate to assess how his/her manager would rate his/her capacity to work with others.
6. Ask about specific situations where working together made a difference.

**Assess the candidate's personality**

1. Assess the candidate's personality.
  - a. Is the candidate good at:
    - i. listening?
    - ii. quickly comprehending primary problem issues?
    - iii. understanding what is being said?
    - iv. asking the right questions?
2. Is the candidate open and accommodating?
3. Does the candidate seem interested in the job?
4. Does the candidate seem credible?

5. Does the candidate have a realistic image of himself/herself, and is this the image that the candidate projects?
6. Does the candidate seem committed?
7. Does the candidate appear motivated? Ask what—specifically—motivates the candidate at work.
8. Does the candidate seem self-reliant?
9. Is the candidate polite?

#### **Other issues**

1. What are your interests outside work?
2. What do you need to ensure a good work-life balance?
3. Are there any special conditions we need to take into account?

#### **Conclusion – 10 minutes**

- Does the appointing manager have any other questions for the candidate?
- Does the candidate have any questions about the job, management, future colleagues?
- Expectations regarding pay—follow up on any expectations expressed during the first interview.
- Ask for two or three references from former managers and/or colleagues.
- Tell the candidate when he/she can expect to hear from you again.
- Thank the candidate for his/her time and interest.

#### **----- If a test is used in connection with the second interview -----**

#### **Introduction – 5 minutes**

- Introduction of the people participating in the interview.
- Explain the purpose of the second interview.
- Explain how long the interview is expected to last.

#### **Introductory questions to the candidate – 10 minutes**

1. Does the candidate have any questions after the last interview?
2. Career, commercial experience, education and other questions concerning the CV.
3. Wishes/expectations concerning the coming job—professional, personal.

Get the candidate talking and draw out information that can be used in connection with a personal profile, if any, or more in-depth questions about personal competencies.

#### **Introduction to the test – 5 minutes**

- The recruitment consultant provides an introduction to the test.
- Ask what the candidate thought/felt about answering the test questions.
- Does the candidate have any previous experience with recruitment tests?
- Emphasize that the personal profile is simply a tool designed to generate a dialogue about the candidate's personality traits.

#### **Feedback on the test – 60 minutes**

The recruitment consultant reads the candidate the personal profile generated by the candidate expressing his/her opinion on a number of statements. Prior to the interview, a number of

hypotheticals have been identified and then put to the candidate. It is important to ensure that the dialogue takes place in a secure, confidential atmosphere that allows the candidate to talk openly about his/her personality traits, as this will give the appointing manager a deeper understanding of the candidate. During this section of the interview, the applicant will be asked to put his/her answers into perspective in relation to previous work assignments and commercial experience.

### **Conclusion – 10 minutes**

- Does the appointing manager have any other questions for the candidate?
- Does the candidate have any questions about the job, management, future colleagues?
- Expectations regarding pay—follow up on any expectations expressed during the first interview.
- Ask for two or three references from former managers and/or colleagues.
- Tell the candidate when he/she can expect to hear from you again.
- Thank the candidate for his/her time and interest.

### ***Special conditions for DTU locations outside the Greater Copenhagen Area***

For geographical reasons, HR may sometimes find it difficult to participate in interviews outside the Copenhagen area. One possible solution is for HR to provide both the appointing manager and the candidate with feedback on the personality test by phone.