

Interview Rubric

Interview for: _____

Date: _____

Interviewer's Name: _____

Observer's Name: _____

Section I: Poised Confidence		
Behaviors in this column reflect examples of a High Pass/A style. <i>"I would hire you on the spot."</i>	Behaviors in this column reflect examples of a Pass/B style. <i>"I would like to interview you again."</i>	Behaviors in this column reflect examples of a Low Pass/C style. <i>"I would not hire you."</i>
<p>___ You create a favorable first impression: e.g., you walk confidently into the room, smile and shake hands, focus on the interviewer, and wait for the interviewer to ask you to be seated.</p> <p>___ You appear poised: e.g., you sit in a balanced posture and shift positions only once or twice during the interview; your gestures emphasize critical points.</p> <p>___ You engage in a dynamic and memorable interview conversation: e.g., you engage via interactive/"lively" eye contact, smiles and nods, leaning forward, asking questions, varying your voice inflections, and using several "framing" techniques such as:</p> <ul style="list-style-type: none"> • "I agree; in my experience . . ." • "[Begin your answer with a paraphrased form of the question], so I would approach the problem as . . ." • "My answer is twofold . . ." • "When managing an employee, I believe that it is critical to understand the emotional and logical aspects of that person's perspective because . . ." • "In conclusion, my response to that scenario would comprise three steps . . ." 	<p>___ You create a neutral first impression: e.g., you walk into the room, shake hands, focus on the interviewer and the room's furnishings, and wait for the interviewer to ask you to be seated.</p> <p>___ You appear somewhat poised: e.g., you sit in a balanced posture and shift positions when fielding some questions; your gestures emphasize critical points and/or random points.</p> <p>___ You participate in a typical interview: e.g., you participate via direct eye contact, some smiles and nods, occasionally leaning forward, asking a few questions, and using some "framing" techniques (see list in first column).</p>	<p>___ You create an unfavorable first impression: e.g., you walk hesitantly into the room, shake hands without conviction, look around at the room's furnishings, and do not wait for the interviewer to ask you to be seated.</p> <p>___ You appear nervous: e.g., you sit in an unbalanced posture, and/or shift positions frequently, and/or sit rigidly; your gestures seem too restricted or occur too frequently.</p> <p>___ You do not engage the interviewer (possibly resulting in a shorter interview): e.g., you respond via staring eye contact or little eye contact, few or no smiles and/or nods, leaning back or sitting rigidly, asking rare or no questions, speaking in a monotone, and using few or no "framing" techniques (see list in first column).</p>
<p>Comments:</p> 		

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Section II: Behavioral Questions		
Behaviors in this column reflect examples of a High Pass/A style. <i>"I would hire you on the spot."</i>	Behaviors in this column reflect examples of a Pass/B style. <i>"I would like to interview you again."</i>	Behaviors in this column reflect examples of a Low Pass/C style. <i>"I would not hire you."</i>
<p>___ You "ace" every opportunity to differentiate yourself during the Q&A: e.g., you offer a credible, logically-organized, and concise answer for every question. If, on the rare occasion, you don't know the answer, then you respond by critically thinking and outlining the problem-solving approach you would use.</p> <p>___ You ask good questions: e.g., when given the opportunity to ask questions, you take the opportunity to ask for information that you wouldn't find on the company's website, thus demonstrating that you thoroughly researched the company.</p> <p>___ You close the interview: e.g., you summarize what you have to offer, express your interest in the job, ask about next steps, and thank the interviewer.</p> <p>Comments:</p>	<p>___ You "handle" some opportunities to differentiate yourself during the Q&A: e.g. you offer a credible and/or logically-organized and/or concise answer for many questions. You sometimes don't know the answer, and you sometimes respond by critically thinking and outlining the problem-solving approach you would use.</p> <p>___ You could ask better questions: e.g., when given the opportunity to ask questions, you ask typical questions or ones that could be answered by looking at the company's website, thus demonstrating an average understanding of the company.</p> <p>___ You could close the interview more effectively e.g., while you might thank the interviewer, you don't engage the interviewer in talking about the next steps.</p>	<p>___ You "miss" too many opportunities to differentiate yourself during the Q&A: e.g., you offer widely varying answers in terms of credibility and/or logical organization and/or conciseness. If you don't know the answer, you often don't seem to know how to respond in terms of critically thinking and outlining a problem-solving approach.</p> <p>___ You ask weak questions or none at all: e.g., when given the opportunity to ask questions, you say you can't think of anything or ask inappropriate questions. Overall, you demonstrate that you know little about the company.</p> <p>___ You do not close the interview: e.g., you offer little after you answer the last question.</p>

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Section III: "Creative" Questions		
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<p>___ You "ace" every opportunity to differentiate yourself during the Q&A: e.g., you offer a credible, logically-organized, and concise answer for every question. If, on the rare occasion, you don't know the answer, then you respond by asking clarifying questions and/or outlining the problem-solving approach you would use.</p> <p>___ Your answers are unique and creative.</p> <p>Comments:</p>	<p>___ You "handle" some opportunities to differentiate yourself during the Q&A: e.g., you offer a credible and/or logically-organized and/or concise answer for many questions. You sometimes don't know the answer, and you sometimes respond by asking clarifying questions and/or outlining the problem-solving approach you would use.</p> <p>___ Your answers are sometimes unique and creative.</p>	<p>___ You "miss" too many opportunities to differentiate yourself during the Q&A: e.g., you offer widely varying answers in terms of credibility and/or logical organization and/or conciseness. If you don't know the answer, you often don't seem to know how to respond by asking clarifying questions and/or outlining a problem-solving approach.</p> <p>___ You miss opportunities to offer answers that are unique and creative.</p>

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Section IV: Case Interviews (P. 1 of 2)											
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<p>Case question asked:</p> <p>Case question asked:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; vertical-align: top; padding: 5px;"> <p>__ You appear relaxed and personable: e.g., you listen (and take notes when necessary), you appear comfortable taking a few moments to compose your thoughts, and you naturally communicate ideas both verbally and on paper (i.e., you draw or outline your ideas on paper when appropriate).</p> </td> <td style="width: 33%; vertical-align: top; padding: 5px;"> <p>__ You appear attentive and personable, but you show deficits in one of the following: e.g., you demonstrate nervousness, rush to speak because of seemingly being uncomfortable with silence, or appear inexperienced in drawing or outlining your ideas on paper.</p> </td> <td style="width: 33%; vertical-align: top; padding: 5px;"> <p>__ You appear flustered or unprepared: e.g., you don't take notes or demonstrate listening skills; you generally appear awkward in communicating your ideas both verbally and on paper.</p> </td> </tr> <tr> <td style="width: 33%; vertical-align: top; padding: 5px;"> <p>__ You formulate the problem out loud for the interviewer: e.g., you describe and prioritize the salient issues, break the problem down into logical components, and consider the implications of the case problem.</p> </td> <td style="width: 33%; vertical-align: top; padding: 5px;"> <p>__ You formulate the problem out loud for the interviewer but miss one or two items (as listed in first column).</p> </td> <td style="width: 33%; vertical-align: top; padding: 5px;"> <p>__ You fail to formulate the problem out loud for the interviewer: e.g., you make faulty assumptions in your description of the problem, you become distracted by focusing on irrelevant points in the case and, overall, you demonstrate that you don't understand the problem.</p> </td> </tr> <tr> <td style="width: 33%; vertical-align: top; padding: 5px;"> <p>__ You communicate a logical process for tackling the case problem: e.g., you ask clarifying questions, describe what facts are missing, and articulate key assumptions. You suggest how you would go about getting the facts that you would need in a real situation.</p> </td> <td style="width: 33%; vertical-align: top; padding: 5px;"> <p>__ You communicate a logical process for tackling the case problem (see the first column) but need to be more clear or concise in your approach.</p> </td> <td style="width: 33%; vertical-align: top; padding: 5px;"> <p>__ You don't communicate a logical process: e.g., you don't ask clarifying questions when describing your process for approaching the case problem, or you ask questions that demonstrate a lack of initial listening skills, and you could improve on clarity and conciseness in describing your approach.</p> </td> </tr> </table>			<p>__ You appear relaxed and personable: e.g., you listen (and take notes when necessary), you appear comfortable taking a few moments to compose your thoughts, and you naturally communicate ideas both verbally and on paper (i.e., you draw or outline your ideas on paper when appropriate).</p>	<p>__ You appear attentive and personable, but you show deficits in one of the following: e.g., you demonstrate nervousness, rush to speak because of seemingly being uncomfortable with silence, or appear inexperienced in drawing or outlining your ideas on paper.</p>	<p>__ You appear flustered or unprepared: e.g., you don't take notes or demonstrate listening skills; you generally appear awkward in communicating your ideas both verbally and on paper.</p>	<p>__ You formulate the problem out loud for the interviewer: e.g., you describe and prioritize the salient issues, break the problem down into logical components, and consider the implications of the case problem.</p>	<p>__ You formulate the problem out loud for the interviewer but miss one or two items (as listed in first column).</p>	<p>__ You fail to formulate the problem out loud for the interviewer: e.g., you make faulty assumptions in your description of the problem, you become distracted by focusing on irrelevant points in the case and, overall, you demonstrate that you don't understand the problem.</p>	<p>__ You communicate a logical process for tackling the case problem: e.g., you ask clarifying questions, describe what facts are missing, and articulate key assumptions. You suggest how you would go about getting the facts that you would need in a real situation.</p>	<p>__ You communicate a logical process for tackling the case problem (see the first column) but need to be more clear or concise in your approach.</p>	<p>__ You don't communicate a logical process: e.g., you don't ask clarifying questions when describing your process for approaching the case problem, or you ask questions that demonstrate a lack of initial listening skills, and you could improve on clarity and conciseness in describing your approach.</p>
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<p>Continued on following page . . .</p>											

Case Interviews (P. 2 of 2)

___ **You use a framework or model to explain your approach to solving the problem:** e.g., you create a model or framework to organize your thoughts and refer to the model throughout your explanation.

___ **You provide a strong analysis:** e.g., you demonstrate that you know how to perform the appropriate calculations, can approach a problem with logic and organization, and consider multiple perspectives (clients, customers, competitors), and you support and defend your points with confidence and without arrogance.

___ **You refer to a framework or model (see the first column) in explaining your problem but do not consistently refer back to the approach throughout your explanation.**

___ **You provide a solid analysis:** e.g., you demonstrate that you know how to perform the appropriate calculations, can approach a problem with logic and organization, and consider multiple perspectives (clients, customers, competitors); however, you missed some opportunities to support and defend your points with confidence (you seem to demonstrate arrogance or a lack of confidence).

___ **You don't use a framework or model, or demonstrate superficial understanding of a framework or model in explaining your problem-solving approach.**

___ **You provide a weak analysis:** e.g., you demonstrate that you do not know how to perform the appropriate calculations, do not know how to explain your thinking in a logical and clear way to a listener, and do not consider multiple perspectives (clients, customers, competitors), and you demonstrate a lack of conviction or confidence in your conclusions.

Comments:

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Observer's Name: _____

Section V: Phone Interviews

(Note: Use any sample interview questions for this interview.)

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<p>___ You succeed in creating a distraction-free interview: e.g., the interviewer did not hear background noises or notice interruptions from your location.</p> <p>___ You use verbal behaviors to compensate for a lack of visual cues; you:</p> <ul style="list-style-type: none"> • Repeat and use the interviewer(s)'s name. • Slow down your pace and enunciate clearly. • Employ vocal variations to indicate enthusiasm and energy. • Provide shorter answers than you would in a face-to-face interview. • Avoid interrupting by waiting for the interviewer to pause. • Give verbal cues for pauses: e.g., "I'd like to take a moment to reflect on that question..." <p>Comments:</p> 	<p>___ In general, you create a distraction-free interview: e.g., however, the interviewer detects some background noises from your location.</p> <p>___ You generally use verbal behaviors to compensate for a lack of visual cues but could improve on some items (from the first column).</p>	<p>___ You do not create a distraction-free interview: e.g., roommates, traffic, television, call-waiting, crackling paper, chewing food/gum, typing on a computer, or a poor cell-phone connection disrupt your interview.</p> <p>___ You don't use verbal behaviors to compensate for a lack of visual cues; you:</p> <ul style="list-style-type: none"> • Don't use the interviewer(s)'s name. • Speak too quickly and fail to enunciate. • Speak in a monotone. • Provide long answers that lose your interviewer's attention. • Interrupt the interviewer. • Fail to give verbal cues when you take long pauses.