



Henry Samueli School of Engineering | Career Staff Recruitments

The Henry Samueli School of Engineering utilizes components of Interview Architect for all career staff recruitments. Interview Architect was developed by Lominger/Korn Ferry; the leader in assisting organizations to profile and assess leadership behaviors.

Candidates are assessed on the following criteria:

- Pre-determined competencies
- Job function/technical skills
- Learning Agility
- Organizational fit

What is a competency?

A measureable characteristic of a person that is related to success at work; it may be a behavioral skill, a technical skill, an attribute (such as intelligence), or an attitude (such as optimism).

What is learning agility?

Learning agility is the ability to learn from experience and apply those learnings to new challenges; it is a strong predictor of who performs well in challenging, first-time situations and has the potential to succeed at higher levels of responsibility. This is evident when the candidate demonstrates how his or her approach to an issue changed after a particular experience

Characteristics of “agile” learners:

- Learning from their experiences
- Applying the lessons learned to a brand new situation
- Performing well in first-time situations

Why focus on learning agility?

- Few jobs stay the same over time



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- It's difficult to find the perfect candidate who totally matches all the skills profile for the role
- It can serve as a key to predicting how well a person can make changes and acquire new skills

The subsequent documents are samples of:

- A competency and the respective competency question format
- Learning agility summary evaluation
- The candidate evaluation form

COMPETENCY: ACTION ORIENTED

Definition- Enjoys working hard; is action orientated and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.

QUESTION:

MAIN POINTS/SITUATION

Actions: How did you approach it? How did you do it? *(Listen for specific action steps.)*

Thinking: Why did you choose to do it that way? *(Listen for rationale and consideration of alternatives.)*

Outcome: What was the result? What was the impact?

Learnings: What did you take away from this? What is the relevance? *(Listen for principles or rules of thumb.)*

Application: Describe a time when you used those lessons in a different situation.

(-) Negative Themes to Look For:

- Slow to act on an opportunity
- Waits too long to act; procrastinates
- Needs a lot of information before acting
- Too much planning and analysis
- Not motivated

(+) Positive Themes to Look For:

- Pushed self to action
- Willing to act without planning
- Lots of activity early
- High tolerance for mistakes
- High energy for things he/she enjoys doing

(!) OVERUSE: Acts without purpose or direction

OVERALL COMPETENCY RATING: *Where would you rate this person on this competency?*

Clearly misses requirements

Less than requirements

Meets requirements

Exceeds requirements

Far exceeds requirements

Overuses

INTERVIEW ARCHITECT® Express

Candidate:

Position:

Interviewer:

Date of Interview: _____

Learning Agility Evaluation

Use this summary evaluation to assess overall learning orientation at the conclusion of the competency-based interview. Consider all of the candidate's responses to all questions when completing the summary. Items on the right side of the page describe characteristics of more agile learners. Items on the left side of the page are more descriptive of passive, random or non-learners.

(Check all that you are hearing)

PASSIVE/NON-LEARNERS	ACTIVE/ AGILE LEARNERS
Takes the path of least resistance <input type="checkbox"/>	<input type="checkbox"/> Likes challenges
Closed / internal processor <input type="checkbox"/>	<input type="checkbox"/> Open to ideas of others
General <input type="checkbox"/>	<input type="checkbox"/> Specific / detailed
Narrow in interests / sources <input type="checkbox"/>	<input type="checkbox"/> Many interests / sources
Avoids risks; waits; prefers staying the same <input type="checkbox"/>	<input type="checkbox"/> Accepts personal risks; takes the lead in first time situations
Cautious <input type="checkbox"/>	<input type="checkbox"/> Energetic; experimental; high drive
Closed; low interest in feedback <input type="checkbox"/>	<input type="checkbox"/> Asks for feedback; seeks improvement
Focus on "what" answers and solutions <input type="checkbox"/>	<input type="checkbox"/> Focus on "why" and how; new approaches
Planful; follows steps and process <input type="checkbox"/>	<input type="checkbox"/> Resourceful; gets it done somehow
Lives in the present <input type="checkbox"/>	<input type="checkbox"/> Comfortable projecting into the future
Doesn't spot underlying patterns <input type="checkbox"/>	<input type="checkbox"/> Detects essence
Can't explain ideas / concepts well <input type="checkbox"/>	<input type="checkbox"/> Makes the complex understandable
Likes his / her personal solutions <input type="checkbox"/>	<input type="checkbox"/> Helps others think things through

LEARNING AGILITY RATING: *Where would you rate this person's overall learning agility?*

<input type="checkbox"/> 1 Mostly Passive/ Non-Learner	<input type="checkbox"/> 2 More Passive/ Non-Learner	<input type="checkbox"/> 3 Mixed	<input type="checkbox"/> 4 More Agile Learner	<input type="checkbox"/> 5 Mostly Agile Learner
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Comments



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CANDIDATE SUMMARY EVALUATION FORM

Candidate:	Position Title:
Date of Interview:	Interviewer:

<i>Transfer from competency rating forms</i>		
COMPETENCY	COMPETENCY RATING	CRITERIA RATING
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
TOTAL COMPETENCY RATING		_____
<i>Please use the rating scale to fill out the following additional candidate criteria:</i> 1= Clearly misses requirements, 2= Less than requirements, 3= Meets requirements, 4= Exceeds requirements, 5= Far exceeds requirements		
JOB FUNCTION/TECHNICAL SKILLS		_____
LEARNING AGILITY		_____
ORGANIZATIONAL FIT		_____
OVERALL RATING		_____

OVERALL INTERVIEWER COMMENTS

Notable Strengths:

Notable Weaknesses: