



Structured Interview: Production Management

Background

A Structured Interview provides a method of standardizing the interview process. The interviewees are assessed on common skills, called competencies, necessary to perform roles in Production Management. A consistent process ensures there is no bias during the interview process, and candidates are compared on the same competencies enabling the identification of the best candidates for the position. Included in this guide is the competency model WLA developed for Production Management roles. Then, a description of the interview content and tips for the interview process are provided. For the best results, we recommend following the process and tips below.

The interview questions included are designed to measure specific competencies deemed essential for performance in production management-related jobs. Because applicants may have differing levels of experience, there are options for applicants to respond to prompts regarding past behavior or **imagined scenarios**. Some questions to get to know the applicants are included as well.

Main Points

- **Consistency** across interviews is key. Asking each candidate the same questions promotes fairness and prevents bias from skewing interview results.
- The **competencies** measured by these interview questions are prepared specifically for Production Management roles.
- **Preparation** for the interview process supports a good interviewing experience.

Production Management Performance Competencies



The Interview Process

Before

Review: Get familiar with the guide and structure of the interview.

Select Questions: Choose a question(s) to use for each competency. Keep in mind their level of experience.

Know what to expect: Take note of the follow up questions and the targeted responses for each question.

Writing Utensils: Ensure you have materials to write notes in the allotted spaces

During

Welcome and inform: Welcome the candidate and inform them that you will be conducting a structured interview.

Ask questions and use follow-ups if needed: Ask the selected questions and use follow-up prompts if a candidate does not provide adequate answers.

Indicate question: Use the bolded parts to indicate if you are asking about an imagined scenario or past behavior.

Assign a score: Based on the answers provided, use the Behaviorally Anchored Rating Scales (BARS) ratings provided to assign a score that best fits their response.

Watch the time: Ensure you have enough time to cover all the competencies and necessary follow-ups.

After

Assess structure: Note any differences in questions that were used (i.e., past behavior or imagined scenario).

Combine scores: Sum the scores for all the competencies to create a final score.

Review candidates: Consider candidates with highest averages for role/further interviews, taking any comments into account.

Follow-up

During the interview, you may want to ask for further information from the applicants. Below are three follow-up questions you may want to ask with their corresponding purposes. Examples of how these questions can be used are also provided.

- **THOUGHT PROCESS:** What was/is the rationale for your actions?
(Listen for an explanation or alternative ideas)

Example: When a candidate shares the process they used to delegate tasks across project stages in a previous position/or their hypothetical process, you may ask this follow-up question to assess their reasoning in their behavior or thinking.

- **OUTCOMES:** What was/would be the result of your actions? What did you/do you think you would learn?

Example: When a candidate describes how they would handle a difficult situation such as conflicting deadlines or staffing issues, asking this follow-up can help you understand how they anticipate the outcomes of their actions. Alternatively, you can ask this question to understand what the employee hopes to learn in the position.

- **IMPLEMENTATION:** How did/would you use the knowledge you gained from this in other situations?

Example: After a candidate shares a formative experience in their previous work or life history, asking this question can help assess the degree to which they are able to adapt and implement change in their future behavior.



Interviewer: _____

Candidate: _____

Date: _____

Introduction

These questions are intended simply for getting to know the applicant. The recommended amount would be 2 questions from this section.

Structured Questions

1. Tell me about yourself

2. What made you want to apply for this job?

3. What previous work experience do you have that you think prepares you well for this position?

4. How have you served as a leader in the past?

5. What qualities would you look for if you were hiring an applicant for this position?

Interviewer: _____

Candidate: _____

Date: _____

Competency: Cooperation

Listens to and respects others; works collaboratively with others to reach goals

Structured Questions

Describe a time when/Imagine that you were managing a diverse group of individuals with differing values or goals, and you needed them to come together to meet a common goal. How did/would you go about achieving the goal?

Give an example of a time when you/Describe how you would effectively split workloads with other managers or employees on a large-scale task.

BARS Rating

☐

1

☐

2

☐

3

☐

4

☐

5

Not Satisfactory

Cannot tolerate or work with people of differing values and personalities. Unable to meet goals if not working with people of choice. Does not assign tasks fairly or does not contribute fairly themselves.

Below Average

Average

Able to adjust management style to work with a variety of people and differing personalities. Typically meets goals even when working with people of different values and personalities. Assigns tasks relatively fairly and completes work themselves.

Above Average

Excellent

Ability to work with people in multiple position levels with differing personalities and values. Makes all feel as though their opinions matter; capitalizes on the diversity of the team to better meet goals. Assigns fair workloads that are aligned to each person's strengths and does fair share in projects.



Interviewer: _____

Candidate: _____

Date: _____

Competency: People Reading

Ability to identify the needs, feelings, goals, and viewpoints of others.

Structured Questions

Sometimes employees may have difficulties learning tasks or may experience hardships in the workplace.

How have you been able to tell/would you tell if an employee or fellow manager was feeling frustrated or overwhelmed?

Describe a time when/Imagine that you had just announced a big decision. How did/would you read the room for signs of support, or lack thereof?

BARS Rating

☐

1

☐

2

☐

3

☐

4

☐

5

Not Satisfactory

Oblivious to the general morale on the jobsite. Must be explicitly told how others are feeling. Not skilled at identifying the needs and

goals of others.

Below Average

Average

Can interpret general morale and feelings of individuals and groups at work. Usually relies on verbal hints, but not as skilled at identifying nonverbal cues. Identifies needs of others when multiple cues or hints are given.

Above Average

Excellent

Can easily read the jobsite morale (i.e., somber, supportive). Can interpret general and specific feelings of individuals without verbal hints. Is skilled in identifying goals, needs, and viewpoints in others and can do so quickly.

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