

THE INTERVIEW GUIDE FOR HIRING MANAGERS

IN THE MEDICAL DEVICE INDUSTRY



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YOUR HIRING POLICY

AGE
GENDER
RACE
RELIGION
NATIONAL ORIGIN
ANCESTRY
RELIGIOUS CREED
MARITAL STATUS
VETERAN STATUS
DISABILITY

In order to facilitate compliance with regulatory requirements, an employer's hiring practices should be consistent and directly related to the inherent requirements of the job, without regard to: age, gender, race, religion, national origin, ancestry, religious creed, marital status, veteran status, and disability. The only legitimate exception to this requirement is when a bona fide occupational qualification exists.

THE FIRST STEPS IN A COMPANY'S PLANNING PROCESS SHOULD BE TO ESTABLISH A HIRING POLICY, WITH SUPPORTING PROCEDURES THAT:

- 1 PROVIDE A CONSISTENT APPROACH FOR RECRUITMENT AND SELECTION ACTIVITIES;
- 2 ENSURE HIRING PRACTICES NEITHER INTENTIONALLY NOR UNINTENTIONALLY ELIMINATE APPLICANTS FROM PROTECTED CLASSES, AND
- 3 GUIDE EMPLOYEES IN UNDERSTANDING, IMPLEMENTING, AND COMPLYING WITH HIRING REQUIREMENTS.



CURRENT TRENDS INFLUENCING RECRUITMENT AND RETENTION EFFORTS

ASK ANY COMPANY WHAT ISSUES ARE HIGH ON THEIR PRIORITY LIST, AND MOST WILL INVARIABLY REPLY: "ATTRACTING AND RETAINING QUALIFIED WORKERS." IN TODAY'S HIGHLY COMPETITIVE LABOR MARKET, TRADITIONAL RECRUITING AND RETENTION STRATEGIES ARE NOT AS EFFECTIVE AS THEY ONCE WERE, AND THERE ARE SEVERAL PRIMARY REASONS WHY:

EDUCATION

According to the Bureau of Labor Statistics: Employment in Occupations requiring at least...

- A BACHELOR'S DEGREE IS EXPECTED TO GROW **21.6%**
- AN ASSOCIATE DEGREE ARE TO INCREASE BY **32%**
- A POSTSECONDARY VOCATIONAL AWARD WILL GROW **24.1%**

Today, all but 2 of the 50 highest paying Occupations in the open market require a College Degree. Tomorrow, emerging jobs will increasingly require both general and occupation-specific skills. We can expect new jobs to be more demanding, to involve more teamwork and worker participation, and to require employees to utilize critical thinking coupled with creativity on the job. The growing requirement for more job specific skill-sets will in turn create an increased demand for adult education, improved workplace training for existing workers, and call for professional retraining of older and dislocated workers.

DIVERSITY

The workforce has become a marketplace of diversity with minority groups comprising a larger portion of the labor force than ever before.

- AFRICAN AMERICANS ACCOUNT FOR APPROXIMATELY **11.4%**
- ASIANS COMPRISE ABOUT **5.7%**
- HISPANICS HAVE INCREASED THEIR SHARE TO **16.1%**

Our diversified workplace has led to substantial corporate policy changes, and the rising necessity for employees to learn Spanish and/or employers to hire bilingual candidates. The emergence of minority groups has particularly impacted the service industry within health care, education, and public safety and service.

DEMOGRAPHICS

The first wave of Baby Boomers have begun to reach retirement age, in turn heightening the existing labor shortage problem, especially when considering the inadequate number of younger workers existing to replace retirees. Therefore, it has become increasingly important to keep older workers actively involved in the labor force, at least part-time.

Additionally, more individuals with disabilities are also taking larger and more predominant roles in the workforce due to advances in technology. The impact of the 1990 Americans with Disabilities Act (ADA) swelled greater participation in the education system by people with disabilities, and increased social acceptance.

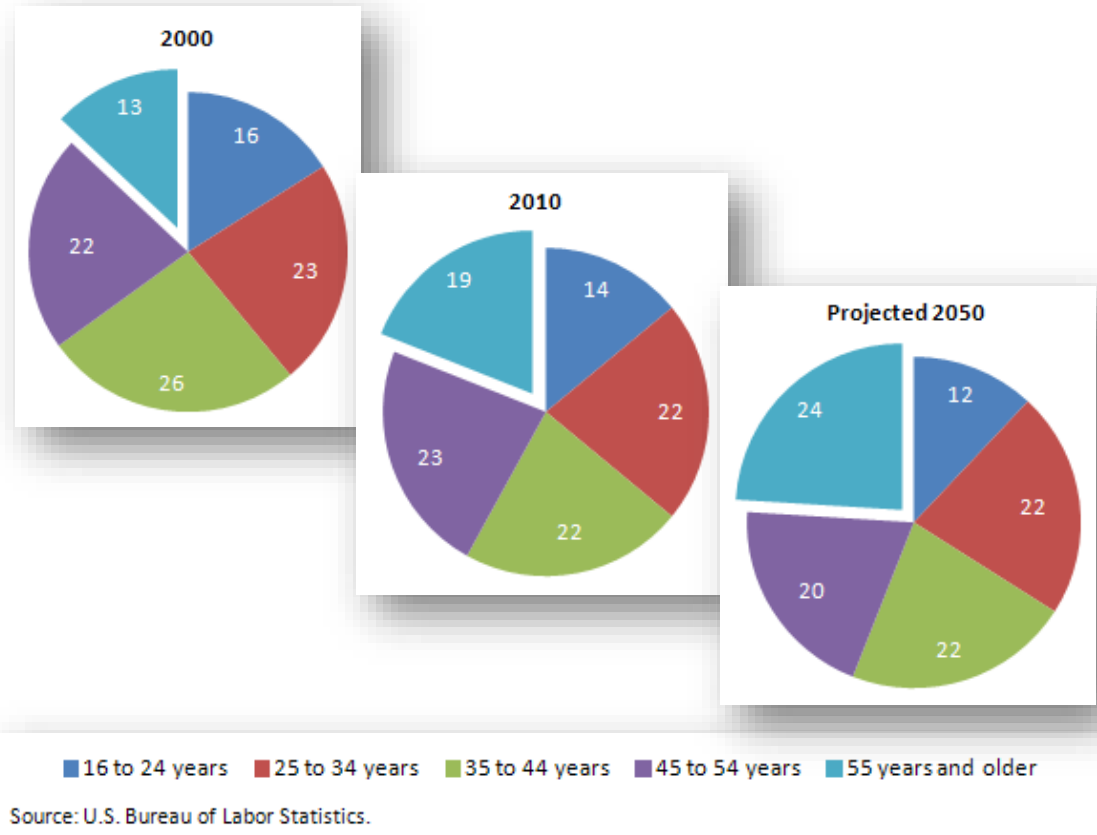
Lastly, members of Generation Y will have as much of an influence upon society as the Baby Boomers. Born from 1977 through 1997, members of Gen Y are now entering the workforce with their own values and outlooks in tow, such as total comfort with technology and a more global and tolerant outlook. Our younger employees have very strong opinions about the 'ideal career path,' and candidates aren't as interested in climbing the corporate ladder as previous generations; often beginning their careers with the assumption they will change jobs frequently.

These demographic shifts now require employers to rethink their current recruiting and retention strategies to ensure they tap all available labor pools.

TECHNOLOGICAL ADVANCES

Technological innovation is continuously and pervasively altering the way in which work is performed. The U.S.'s older workforce could experience difficulty in readily adapting to these developments. Consequently, the retraining of both older and dislocated workers will become vital for any company to succeed.

PERCENT OF LABOR FORCE BY AGE: 2000, 2010, AND PROJECTED 2050



FAMILY DESIGN

The nature of families is changing. The traditional American nuclear family consisting of a married, heterosexual couple and kids with a working father and stay-at-home mother is fading. Today, reports from the Census Bureau indicate married couples make up only 1/2 of the population, and married couples with children account for less than a quarter of U.S. households. What's more, those married couples also present a more diverse population, bringing together couples with multiple marriages and children from different relationships.

➤ SINGLE MOTHER HOUSEHOLDS HAVE INCREASED 25%- TO ALMOST **12.5 MILLION**

➤ SINGLE FATHER HOUSEHOLDS HAVE TRIPLED SINCE 1980- TO ALMOST **4 MILLION**

Demographers now predict that more than half of the Gen Ys born in the 1990s will spend at least part of their childhood in a single parent home.

Atop the growing single parent household, the number of primary caregivers working outside the home is greater than ever before, pressuring company policies regarding pay, fringe benefits, time off, pensions and other family-related issues to be modified to allow for job sharing, more flexible work hours, and employer-sponsored childcare.

Moreover, individuals are waiting longer to get married, and as a result, many couples are having children at older ages; affecting employers as older couples trying to conceive are at increased odds to experience reproductive problems, requiring costly fertility treatment procedures they will want their employer-sponsored insurance to cover. In addition, new data from the Census Bureau suggests older mothers- from 30 to 44 years of age- may be more likely than younger women to leave the workforce after giving birth.

WORK CULTURE

Our modern-day work culture has become increasingly centered on information and the immediate and continued access to technology. We are a hustling workforce that has blurred the lines between work and non-work for many employees. Mobile phones, personal digital assistants and laptop computers are universal, and high-speed Internet connections are rapidly available at work, home, and even in transit on-the-go. The hyper-competitiveness of a global economy coupled with slim profit margins have created a culture where managerial and professional workers are expected to be available to work at any time. At the same time, societal and demographic changes have increased the number of dual-earner families, and the pressure of leading a balanced work-family-life is raising stress levels and decreasing productivity. The blurring boundary between work and non-work results from around-the-clock availability, and has created a new set of challenges for employment policies and government regulations. More specifically, it will lead workers to demand more flexibility, and individualized employment relationships so that those who are expected to work regardless of time and location are treated equitably when it comes to compensation and benefits.





EMPLOYEE BENEFITS

While cost containment of benefit programs will remain an issue for employers, employee benefit programs will need to undergo drastic changes to attract and retain workers, for example: the aging workforce will be seeking better prescription coverage and long-term care benefits. In order to better accommodate shifting demographics, family design changes, and an evolving work culture, particular emphasis will now need to be placed on offering work/life benefits such as flextime, adoption assistance, telecommuting, and dependent care flexible spending accounts.

INDUSTRIAL LANDSCAPE

Changes in the industrial structure of the economy is playing a major role in determining employment growth- or decline- in occupational groups. More than half a million new jobs have been created in the past decade, with the majority share of this growth in the foremost industry division known as: Services. The Service expansion is fueled by gains in the health, business, education, and high-tech industries. Changing demographics and the aging of the population has necessitated an increase in health care. Likewise, advances in the medical field will continue to improve the life expectancy of many patients, resulting in hospital systems having to expand their staffs. Furthermore, Educational Services will continue to benefit from the strength of the U.S. economy too, as the driving forces behind gains in the Service Industry will result in an increase in the number of adult students enrolling in colleges and universities. In the goods producing sector, construction is expected to continue its steady expansion while the manufacturing industry is expected to remain static.

JOB REQUIREMENTS

Hiring practices are typically deemed to be “valid” when a clear relationship can be demonstrated between the hiring activities and the job itself. Therefore, once a hiring policy and corresponding procedures are in place, coupled with the decision to recruit for a position has been made, the next step in the planning process is to identify the specific knowledge, skills, experience, and qualifications the ideal candidate need possess to successfully perform the essential functions required of the job.

YOUR JOB REQUIREMENTS SHOULD BE ANALYZED AND DOCUMENTED USING CLEARLY WRITTEN JOB DESCRIPTIONS PRIOR TO INITIATING THE RECRUITING AND SELECTION PROCESS. THIS WILL HELP TO ENSURE YOUR COMPANY’S HIRING PRACTICES REMAIN FOCUSED ON RECRUITING AND SELECTING QUALIFIED CANDIDATES- NOT ON JUST MERELY HIRING.

ESSENTIAL

REQUIREMENTS:

THE KNOWLEDGE, SKILLS, ABILITIES, EXPERIENCE, AND QUALIFICATIONS A CANDIDATE MUST POSSESS TO PERFORM THE JOB SUCCESSFULLY.

DESIRABLE

REQUIREMENTS:






THE KNOWLEDGE, SKILLS, EXPERIENCE AND QUALIFICATIONS THAT WOULD BE BENEFICIAL FOR A CANDIDATE TO HAVE, BUT ARE NOT ESSENTIAL FOR PERFORMING JOB TASKS SATISFACTORILY.



SELECTION CRITERIA

Well-developed selection criteria will assist in attracting candidates with the appropriate job qualifications, and provide the employees involved in the selection process with a uniform and consistent practice for assessing applicants. When developing selection criteria, such criteria needs to be fair, objective, measurable, and directly related to the inherent requirements of the position.

YOUR SELECTION CRITERIA SHOULD BE DEVELOPED PRIOR TO INITIATING THE RECRUITING PROCESS, BY:

-  REVIEWING THE SPECIFIC REQUIREMENTS CONTAINED IN THE JOB DESCRIPTION;
-  DETERMINING THE LEVEL OF SKILLS NECESSARY TO PERFORM ESSENTIAL AND DESIRED TASKS;
-  SELECTING METRICS THAT MEASURE WHETHER OR NOT A CANDIDATE MEETS THE REQUIREMENTS FOR THE JOB;
-  TESTING WHETHER THE SELECTION CRITERIA ARE CAPABLE OF ACCURATE AND APPROPRIATE MEASUREMENT, AND
-  AVOIDING THE USE OF DISCRIMINATORY LANGUAGE OR STATEMENTS CONCERNING GENDER, RACE, ETC.

EXPERIENCE HAS SHOWN THAT THE MOST COMMON MISTAKES OCCUR WHEN:

- 1 The applicant selection criteria does not relate to the essential tasks required of the job. This disconnect creates the potential for subjective decision-making and thereby, the opportunity for discrimination to occur.
- 2 The metrics used to measure and leverage an applicant's qualifications are too low. In this scenario, the majority of candidates who apply will satisfy the requirements set forth, which will make it difficult to discern who is truly qualified.
- 3 The metrics used to measure and leverage an applicant's qualifications are too high. This can discourage qualified candidates from applying, and unintentionally encourage candidates with inappropriate qualifications to apply instead.
- 4 Inappropriate metrics are used to assess applicants.

Inappropriate Metrics: Your selection criteria may include a requirement for a minimum of 5 years of supervisory experience, however, a more accurate measurement would be a behavioral assessment of the candidate's demonstrated ability to supervise. To quantify a candidate's ability in time served (as with years) may not be the most appropriate metric, as 5 years' management experience at one company does not necessarily equate to, nor guarantee the candidate can perform successfully as a manager at another company. The disparity arises in the essential duties required by one company as compared to another.

SELECTION PROCESS

The applicant selection process involves evaluating and hiring qualified candidates for open positions. A specific methodology is used for collecting information about an applicant in order to determine if the individual should be hired. Employers must use the evaluation methods of Interviewing and Questioning candidates to their strategic advantage.

INTERVIEWING

Interviewing is one aspect of the total selection process that aims to uncover as much relevant information, and evidence as possible through personal interaction with the applicant. More specifically, interviewing provides the opportunity for the mutual exchange of information. Similar to reference checking, it can be a valuable method of obtaining first-hand information and evidence concerning an applicant's qualifications and suitability for the open position. Simultaneously, interviewing enables the applicant to obtain further information about the position and the company to enable him/her to make an informed decision as to whether or not there is a proper, mutual fit.

QUESTIONING

Notwithstanding the benefits of interviewing as a mutual exchange of information, properly questioning candidates as to facilitate obtaining the appropriate information needed to discern if the applicant fits the company culture and can satisfactorily do the job is a necessary methodology in the Selection Process as a whole. However, companies must make a reasonable effort to minimize opportunities for bias and stereotypes throughout the interview process by way of ensuring that the specific interview questions proposed are job-related. Thomas H. Nail, SPHR and Dale Scharinger, Ph.D., authors of *Guidelines on Interview and Employment Application Questions* suggest, "The guiding principle behind any question to an applicant is, can the employer demonstrate a job-related necessity for asking the question? It is the intent behind the question that is important, as well as how the information is used that the EEOC would examine to determine if any discrimination has occurred."

INTERVIEWER TRAINING

Industry experts suggest that the hiring company's employees involved in the Selection Process should be trained to prepare for, and conduct interview sessions in a legal manner. Topics covered in Interviewer Training should include, at a minimum:

- The appropriate use of different types of interview methods;
- How to develop and use selection criteria, including related documents for evaluating applicants;
- Acceptable and unacceptable questions;
- How to eliminate biases and stereotyping, and
- How to put the applicant at ease during the interview.



INTERVIEW QUESTIONS TO ASK- AND AVOID

As always, whether or not any particular interview question is lawful or unlawful (as discussed below) will depend on whether or not you're covered by a law that prohibits the question from being asked.

Similarly, just because a question can be asked during an interview does not mean that it should be asked! As a general rule, all interview questions should concern the applicant's ability to perform the duties of the job in question. Obviously, ensuring that the employee is a good fit for your organization is also important, but should not be the focus of the interview process.

QUESTIONS REGARDING "FIT" CAN BE ASKED, BUT YOU SHOULD GIVE CAREFUL CONSIDERATION TO THE QUESTIONS YOU WILL ASK REGARDING ALL SUBJECTIVE JOB QUALIFICATIONS.

AGE

✔ If an applicant is over a minimum age.

✘ An applicant's age, birth date, birth certificate, high school graduation date, or any other question expressing or implying a preference for a specific age group.

RACE

✔ Unless race is a bona fide occupational qualification for the position, he should not ask any questions about the applicant's race.

✘ Any questions about the applicant's race.

NATIONALITY

✔ You can ask an applicant whether he or she is legally authorized to work with in the United States, but you should not ask any questions solely for the purpose of determining the applicant's national origin.

✘ Any questions about the applicant's ability to speak particular foreign languages, unless that skill is required for the position in question. That is, you should not ask an applicant with a Hispanic surname whether or not he or she can speak Spanish. Likewise, you should not ask any questions regarding surname origin, birthplace of applicant or parents, nationality or national origin, ancestry, or maiden name.

GENDER

✔ Like race, you should not ask any questions about an applicant's gender.

✘ Any questions about an applicant's gender.

FAMILY STATUS

✔ Some states do not prohibit discrimination based on marital status or family status. Even in those states, it is not wise to ask questions about marital status or family status unless it is somehow relevant to the position in question. Of course, even in states that prohibit discrimination based on marital status or family status, you are permitted to ask whether or not the applicant is related to any one in your current workforce.

✘ Number of children, family plans, ages of children, marital status, spouse's occupation, child care arrangements, if they own a car, who they reside with, health care coverage through spouse.

WORK SCHEDULE

✔ If the applicant is willing to work required work schedules such as if there is anything that would prevent the applicant from meeting scheduled workdays or hours.

RELIGION

✔ Unless religion is a bona fide occupational qualification for the position in question, you should not ask any questions regarding an applicant's religion or religious beliefs. You are, however, permitted to ask an applicant questions about his or her ability to perform the essential functions of the position. Accordingly, you can ask an applicant if there is anything known to an applicant that would interfere with performing a job, working overtime or weekends (if required by the job), or complying with company policies

DISABILITY

✔ If an applicant has any physical conditions that may limit the ability to perform essential duties required of the position.

CREDIT RATING

✔ You may obtain credit information if job related and secured in accordance with procedures in Fair Credit Reporting Act

MILITARY SERVICE

✔ Questions about the type of experience and skills acquired that are job related.

ORGANIZATIONS

✔ Whether the applicant is an active member in any trade or professional organization.

✘ An applicant's willingness to work any particular religious holiday.

✘ An applicant's religious affiliation, religious beliefs or religious holidays observed.

✘ Whether an applicant has physical disabilities, if the applicant has ever had a job-related injury, if the applicant has ever filed a worker's compensation claim. You may not ask about the nature or severity of disabilities, past medical problems, recent or past surgeries and dates, or physical handicaps the applicant may have or appear to have.

✘ Whether an applicant has any overdue debts, ever filed for bankruptcy, had a wage garnishment, owns or rents a residence

✘ Questions about military service in any other country.

✘ If the applicant belongs to, participates in, the activities of any clubs, societies, lodges, or special interest groups (i.e. that may indicate the applicant's race, religion, etc.)



“DON'TS” FOR INTERVIEWING: ILLEGAL INTERVIEW QUESTIONS

SAMPLE ILLEGAL INTERVIEW QUESTIONS:

What arrangements are you able to make for child care while you work?

How old are your children?

When did you graduate from high school?

Are you a U.S. citizen?

What does your spouse do for a living?

Where did you live while you were growing up?

Will you need personal time for particular religious holidays?

Are you comfortable working for a female boss?

There is a large disparity between your age and that of the position's coworkers. Is this a problem for you?

How long do you plan to work until you retire?

Have you experienced any serious illnesses in the past year?



LEGACY MEDSEARCH SIGNATURE “DO'S” FOR A SUCCESSFUL INTERVIEW

ASK NON-SCRIPTED FOLLOW-UP QUESTIONS LIKE THESE:

Use the following questions as a guide but adapt them to your situation. Prepare for hiring interviews better than your candidates do. If you're a new hiring manager - over prepare. Do some probing during interviewing.

"Tell me more..."

"Explain that..."

"Give me a specific
example of:"

"How did you resolve it?"

"Why did you feel that
way?"

"What did you learn from it?"

Schedule the same amount of time for each candidate.

Choose an environment free of distractions and anticipate nervousness.

prepare specific questions based on the applicant's resume/cover letter.

ask the applicant to help you understand his/her experience or knowledge.

Focus on learning about the person's experience, abilities, & personal qualities.

Ask open-ended questions.

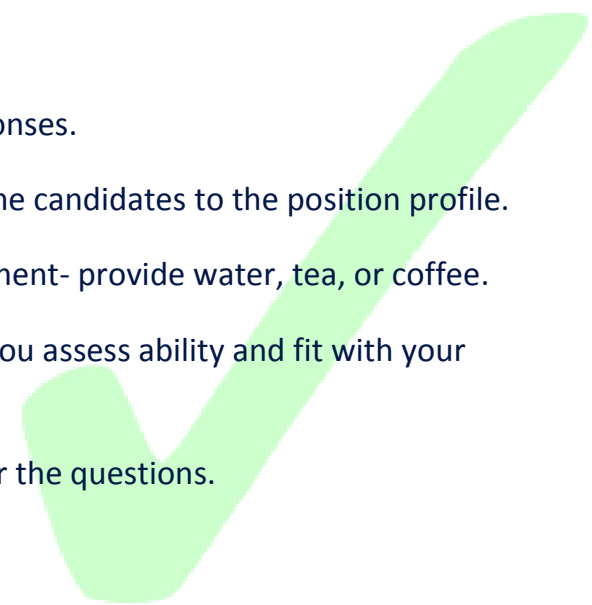
Keep notes on candidate responses.

Use a rating grid to compare the candidates to the position profile.

Create a comfortable environment- provide water, tea, or coffee.

Focus on questions that help you assess ability and fit with your organization.

Allow sufficient time to answer the questions.



HOW TO REVIEW A RESUME

Read the customized cover letter. Look especially for a flawless presentation, correct spelling and grammar, and the applicant's attention to detail. What – there is no cover letter? This is the downside of electronic resume spamming. Receiving countless, usually unqualified, applicant resumes, occurs following every job posting. The tip off? Usually, unqualified applicants fail to write a cover letter. Choose, or choose not, to continue your resume review at this point.

7 STEPS IN RESUME REVIEW:

- 1 Scan the resume to obtain an overall impression of the applicant. Look especially for a flawless presentation, correct spelling and grammar, and their attention to detail. Paper resumes must pass the “feel” test.
- 2 In the first skim, look for the easy-to-find qualifications. (As an example, if you are requiring a college degree, does the applicant have one?) If not, reject the resume or place it in your “maybe” meets qualifications pile or electronic folder.
- 3 Read the description of what the candidate says they are looking for in their next job. Is the statement customized to your job or does it describe any job in the world? As an example, I generally reject resumes that make statements such as, “I seek a challenging opportunity to utilize my skills with a progressive employer who will provide opportunities for growth.” Honestly, you’ve got to do better than to offer this type of generality to pass the resume screen.
- 4 Look for a summary statement of qualifications and experience. If the candidate has taken the time and customized their summary for your job, this enables you to quickly find the characteristics you seek from your role profile. These resumes quickly hit the “further review” pile. Applicants also need to recognize that more and more large organizations are scanning resumes into data bases. When a job becomes available, resumes are scanned for relevant keywords. Make the keywords easy to find.
- 5 Review the most recent employers and the applicant's stated experience, accomplishments, and contributions. At this point, you must have found significant cross-over between the applicant's resume and your requirements. Place the resume in your “to be reviewed further” folder unless you have encountered problems.
- 6 Review your selected resumes against your criteria and each other, then create a candidate list, and Telephone screen the seemingly qualified candidates.
- 7 Schedule interviews with the candidates who pass your initial screen.



RED FLAGS IN THE FORM OF UNEXPLAINED EMPLOYMENT TRENDS ON A RESUME OR WITHIN A COVER LETTER, INCLUDE:

- ⊗ EMPLOYMENT GAPS;
- ⊗ EVIDENCE OF DECREASING RESPONSIBILITY;
- ⊗ EVIDENCE OF A CAREER THAT HAS REACHED A PLATEAU OR GONE BACKWARDS;
- ⊗ SHORT TERM EMPLOYMENT AT SEVERAL JOBS, AND
- ⊗ MULTIPLE SHIFTS IN CAREER PATH.



INTERVIEW TIPS – BY PHONE

When calling applicants, let them know first the telephone interview is a preliminary step, and they may or may not be called back for a face-to-face interview. If during your conversation, it becomes obvious the candidate is not going to be considered for hire, cut the interview short, and move on to the next candidate.

WHEN CONDUCTING THE TELEPHONE INTERVIEW, THE FOLLOWING ITEMS SHOULD ALWAYS BE CONSIDERED:

- 1 How does the candidate speak on the telephone? Are they too casual, hard to understand, rude, loud or seem disinterested? On the other hand, make sure to note if the candidate is an excellent communicator, and has a pleasant phone voice or is polite.
- 2 Verify the candidate maintains the critical qualifications you want. If you must have a bilingual candidate, confirm that they speak both languages fluently. Ask them questions in the second language desired. If the company requires the employee to have a certain skill; ask a specific question to verify the applicant's knowledge.
- 3 If you are interested in the candidate, confirm with him/her the salary range and that it will be acceptable.
- 4 If time is of the essence, ask when the candidate will be available to begin working. The prospective employee may be required to give a 4-week notice, or there may be other issues that would make the timetable unacceptable.
- 5 You may want to set appointments to meet with the candidates during the telephone interview. If it is necessary for evaluation of the applicant, be sure to tell the candidate to bring any other documents, references or work examples to the interview.
- 6 Always make notes about the information you have acquired. Remember that any notes about a candidate should be on a separate sheet of paper and not on the original resume itself.

NO LONGER INTERESTED IN A CANDIDATE POST PHONE INTERVIEW?

CALL LEGACY MEDSEARCH, AND LET US DELIVER THE NEWS TO THEM – IT'S PART OF OUR JOB AND ALLOWS YOU TO MAINTAIN YOUR REPUTE, BUT MORE IMPORTANT, ALLOWS YOU TO FULLY FOCUS ON CONTINUING TO INTERVIEW.



INTERVIEW TIPS – FACE TO FACE

It is important to select the right candidate whom is fit for the organization, and it's the interviewer's responsibility to select that right candidate. Selection of the wrong candidate is always a big problem for organizations. The capital costs of bringing the wrong person on board are often more detrimental than not hiring.

WHEN CONDUCTING A FACE-TO-FACE INTERVIEW, THE FOLLOWING ITEMS SHOULD ALWAYS BE CONSIDERED:

THE INTERVIEW

The interviewer also needs to be properly prepared for the interview. Develop a list of questions that will be asked to each candidate. If you ask the same questions to each individual, you will be able to make a better comparison. As you interview a candidate, keep in mind that your objective is to determine if he/she is the right person for the job. Remember, you should never ask questions about race, religion, age, ethnic background, or health issues.

INTRODUCING THE INTERVIEW

Start the interview by giving your name, coupled with a hand shake. As the interview begins, give a short introduction about what is expected, and state how long the interview is going to last. Allow him/her for writing notes.

OBJECTIVES OF THE SELECTION INTERVIEW

As the candidate needs to find out about the job and the organization, it is important for the employer to find out about the candidate. Remember, interviewers are representing the organization and keep in mind every candidate should feel they've had a fair interview.

TAKING NOTES

Tell the candidate you will be taking notes; be open about it. Do not take notes in such a way that the candidate can see what is being written, and be conscious on timing.

PREPARATION

Before the interview, know what info is needed from the candidate, and give a good impression by being familiar with the applicant's details.

RAPPORT

If you act open with candidates, then they will give much more information about themselves. The Interviewers should try to provide a supportive and friendly environment, which will ultimately better facilitate getting the information wanted from the candidate. The interviewer can strike up a rapport by listening, providing verbal and non-verbal clues.

LISTENING

Interviewers should always concentrate on what the candidate is saying. There is a lot of information that will be provided and exchanged by the candidate. The interviewer must have the ability to recall it, use it, relate it to the person's qualifications, check it for inconsistencies, etc.

QUESTIONING

To obtain information about the candidate, you must keep the candidate talking approximately 70% to 80% of the time. The key to this: the Questions that are asked. Included here are various types of questions commonly asked in an interview:

ENDING THE INTERVIEW

At the end of the interview, an opportunity must be given to the candidate to ask questions about the job. When this is over, the interview should be formally ended. At

- Tell the candidate when and how they will be contacted with a decision;
- Thank them for their time, showing interest in the position and the organization; and
- Show them out of the room.

MAKING DECISIONS

The interview is an information gathering exercise. When all the information has been collected and evaluated, then the decision is made.

OPEN QUESTIONS

Open questions are designed to enable candidates to provide facts and information, to describe things or to express feelings or opinions and to get the candidate talking.

CLOSED QUESTIONS

In the closed questions, the answers are in the form of yes or no. Some closed questions cannot be avoided during the course of an interview, but you should attempt to ensure that the majority of the questions are open ones.

DOUBLE-HEADED QUESTIONS

These occur when two or more questions are asked in one go. The candidate will either answer the questions they want to answer or they just might forget one of the questions. It is best for the interviewer to ask the questions one at a time.

LEADING QUESTIONS

The answer to these questions is given away in the question itself. This occurs when the interviewer prefaces the questions with information either from the job description or the person's resume.

HYPOTHETICAL QUESTIONS

The interviewer describes a situation to the candidate and asks what they would do. Avoid so many questions of this type because what a person says they will do in a given situation might be completely different from what they would actually do. It is much better to look at how the person has handled situations in the past.



BEHAVIORAL INTERVIEW QUESTIONS

ORGANIZED BY BEHAVIOR OR TRAIT YOU ARE TRYING TO ASSESS:

AGILITY

Describe an instance when you had to think on your feet to handle a difficult situation.

Describe a time where you adjusted your behavior to meet the needs of different people or a situation.

Tell me about a time where you worked effectively in an environment in which the parameters changed frequently.

ANALYSIS

Describe a situation or problem you approached where you were able to uncover meaningful patterns in the data.

Tell me about a time when you were able to discern all the factors impacting the situation.

Describe a good decision you made as a result of accurately weighing the costs, benefits and risks involved in all the possible options.

ASSERTIVENESS

When have you expressed an unpopular opinion at work? What was the result?

Give me an example of a time when you took a forceful stand at work with finesse.

Tell me about a time when you were assertive and you didn't get the reaction you intended.

COACHING

What experience have you had in the past coaching others to attain higher levels of performance? What techniques worked and didn't work with various individuals?

Tell me about specific individuals that you helped to develop and grow.



COLLEGIALITY

Tell me about a time when you were part of a team where there were different opinions about how to complete the work, or who was responsible for what.

Give me an example of a time when you were able to work with another person even when that individual may not have liked you.

Describe a time where you had to modify your approach in order to work with another person.

Tell me about a time when you were able to demonstrate respect with someone who you thought was disrespectful.

COLLABORATION

Tell me about when communication within your work group broke down and what you did to resolve the problem.

Give me an example in a recent position where you were good at keeping others informed.

Describe a situation where you had to include someone in work that you might have felt could more easily be done on your own.

COMMUNICATION: ORAL AND WRITTEN

Tell me about a time you used your spoken communication skills to get a point across.

Tell me about a time where you had to write a difficult message. What was the situation? What did you write? What was the result?

COMPLIANCE

Give me an example of a policy that you ended up having to go around in order to get your work done.

Give me an example of a policy you conformed to even though you did not agree with it.

CONCEPTUAL ABILITY

Describe a problem you were solving, idea you were selling or project you were implementing where you had to work with a concept that was abstract rather than concrete and tangible.

CONFLICT MANAGEMENT

Tell me a difficult situation you avoided by preventing a conflict.

Describe a situation where you were able to soften a conflict with another individual.

Tell me about a time where conflict in the workplace got in the way of you being able to do your work.

CONTINUOUS IMPROVEMENT

Give me an example of a time when you suggested a better way to do a task to make work easier or save money. What was the usual way? What alternative did you suggest? How was your suggestion received? What was the impact?

CREATIVITY

Describe a time when you used your creativity. Why was it creative or innovative? How was your creativity beneficial to your organization?

CUSTOMER FOCUS

Have you ever had to go the extra mile to satisfy a customer? What did you do?

You may have heard the phrase “the customer is always right.” Describe a time when you felt the customer wasn’t right.

Tell me about a time when you did your best to resolve a customer concern and the individual still was not satisfied. What did you do next?

DECISION MAKING

Give me an example of a time when you have to make a decision quickly with limited information.

Tell me about a time when you held off making a decision because you didn’t have enough information.

Describe a decision you made that did not turn out well. What was the decision, its impact and what did you do once the result was noticed?

DEPENDABILITY

Give me an example when you earned the trust of others by being dependable.

Tell me about a time when it was very difficult to follow through on a task or project and you followed through anyway.

DEVELOPMENT

What did you do in your last job to improve your skills and performance?

Give me an example of a new task or responsibility you took on and how you went about it.

Give me an example of steps you have taken to develop yourself over the past year.

Tell me about a time when you experienced a failure. What was the impact, how did you react to it, and what did you learn from it?

DIVERSITY

Tell me about steps you have taken to contribute to an environment that valued, and assisted diverse people to work together cooperatively.

How have you participated in diversity events and organizations at other colleges and universities (other workplaces)?



How have you integrated multicultural issues as part of your professional development?

Give me some examples of efforts you have led to develop your workplace as a multicultural environment.

EFFICIENCY

Describe a project or situation where you created order out of chaos.

Tell me about a time when you were not able to meet a deadline.

Give me an example of a time when the details of a task/project were particularly important. How did you ensure accuracy and consistency?

ENERGY/DRIVE

Give me an example of a time when you went above and beyond the call of duty.

ETHICS AND INTEGRITY

Tell me about a time where you demonstrated integrity – even when no one was looking.

Describe a situation where you used discernment, and chose not to be honest, yet still demonstrated integrity.

Tell me about a time when you did the right thing, even when it was going against the crowd.

FINANCIAL MANAGEMENT

What opportunities have you had to estimate and monitor expenditures?

Give me an example of a typical budget you managed and a time when you met the budget, went over budget, and was under budget. What were the circumstances of each?

Tell me about your financial management responsibilities and successes in this area.

HEALTH AND SAFETY RESPONSIBILITY

Give me an example of a time where you adhered to health/safety requirements even when it wasn't expedient or practical to do so.

Tell me about a time when you didn't adhere to health/safety requirements.

INDEPENDENCE

Describe a time when you were able to accomplish something on your own even when it you might have been more comfortable working with others.

Tell me about a time where being independent in your thinking or the way you work that caused a problem.

Describe a time where you held a different viewpoint than others and stood your ground in defending that point of view.

INFLUENCING

What is the toughest group that you have had to get cooperation from?

Tell me about a time where you had to get others to accept your idea.

INITIATIVE

Describe a slow time at your work and what you did to fill the down time.

Describe a situation where you achieved more than what was required.

What projects have you started on your own this year?

INNOVATION

Give me an example of an opportunity you had or created to accomplish something new or in a new way.

Tell me about a time when you suggested a better way to do a task to make work easier or save money.

JUDGMENT

Give me an example where using good judgment was key to accomplishing a task or completing a project.

LEADING PEOPLE

Tell me about a time you included others in the decision-making process even when it would have been easier in the short term not to.

Tell me about a time when you made an unpopular decision that affected others.

Tell me about a difficult change that you had to lead others to implement.

Describe a situation where you were able to have a positive influence on the actions of others.



How have you work with people to foster the creation of climates receptive to diversity in the workforce?

LISTENING

Give me an example of a time when you actively listened in order to understand another person with whom you had a difference of opinion.

When has not actively listening to what was said caused you some difficulty?

MANAGING PEOPLE

Give me an example of a time when you successfully managed a group.

What strategies have you used to get the individuals of a group to work well together to achieve the same goal?

Tell me about a time when you had difficulty managing an individual.

Walk me through your approach to ensuring that you hire, develop and retain great staff. Give me some examples.

Describe a situation where you were able to successfully coach an employee to better performance.

Tell me about a time where you positively influenced a morale problem.

Give me some examples of your efforts towards creating an environment that affirms and utilizes diversity for added value.

MENTORING

Give me an example of a time where you successfully guided another person's development.

MEET DEADLINES

Give me an example of a time where you met a particularly tight deadline.

Tell me about a time where you were unable to meet a deadline. What were the circumstances? How did you recover? What would you do differently next time?

NEGOTIATIONS

Tell me about a particularly tough negotiation that you successfully managed.

POLITICAL SAVVY

Tell me about a time when you had to effectively assess and work through the politics of a situation in order to get your work done.

PROBLEM SOLVING

Tell me about a time when you had a complex problem to solve. What options did you generate? How did you choose the best one?

ORGANIZATION & MULTI-TASKING

Tell me about a time where you created order out of chaos.

Give me an example of a time when you're scheduled in suddenly interrupted. What did you do?

Give me an example of a time where you had to work on multiple projects simultaneously, how did you manage it?

Explain a situation you've been in where multiple demands have been placed on you. How did you handle it?

How do you determine what project or request constitutes a high priority?

Have you ever been in a situation where the amount of work assigned to you exceeded the allotted time? How did you handle that?

PROJECT PLANNING

When working on a project, how do you decide what gets top priority? Give me an example.

QUALITY ORIENTATION

Describe work or a project for which you were responsible that demonstrated your commitment to producing a high quality product or result.

Give me an example where you achieved more than was required.

RESULTS DRIVEN

Describe a situation where you and/or your team were able to achieve a particularly challenging goal.

STRATEGIC THINKING

Give me some examples that demonstrate your ability to see the big picture and foresee the impact of potential changes

STRESS MANAGEMENT

As your manager, how would I know if you were under stress? What would be the signs?

Tell me about a recent workflow or production problem, such as a co-worker calling in sick. How did you respond?

TEAM BUILDER

Describe a situation where you were able to satisfactorily resolve a confrontation or disagreement among staff.

What have you done in the past to build a strong and productive team that worked well together?

TEAM PLAYER

Describe a time when you helped someone on your team at their request when it wasn't convenient for you to do so.

Describe an ineffective teamwork situation in which you were involved.

What did you do in your last position to contribute toward a teamwork environment?



SUGGESTED INTERVIEW QUESTIONS FOR MANAGER / EXECUTIVE LEVEL CANDIDATES

MANAGEMENT LEVEL INTERVIEW QUESTIONS

- If I were to interview the people who have reported to you in the past, how would they describe your management style?
- If I were to interview your reporting staff members, how would they describe your strengths and weaknesses as a manager and supervisor?
- Give me an example; from your past work experiences, about a time when you had an underperforming employee reporting to you. How did you address the situation? Did the employee's performance improve? If not, what did you do next?
- Rate your management skills on a scale of 1 to 10 with 10 representing excellent management skills. Provide three examples from your past work experiences that demonstrate your selected number is accurate.
- Describe the work environment or culture and its management style in which you have experienced the most success.
- Tell me about a time when you had a reporting employee who performed very well. The employee exceeded goals and sought more responsibility.
- Describe how you handled this situation day-to-day and over time.
- Describe three components of your philosophy of management that demonstrate what you value and add, as an individual, to an organization's culture and work environment.
- Tell me about a time when you reorganized a department or significantly changed employee work assignments. How did you approach the task? How did the affected employees respond to your actions?
- One of the jobs of a manager or supervisor is to manage performance and perform periodic performance reviews. Tell me how you have managed employee performance in the past. Describe the process you have used for performance feedback.
- When you have entered a new workplace in the past, as a manager or supervisor, describe how you have gone about meeting and developing relationships with your new coworkers, supervisors, and reporting staff.
- As a manager or supervisor, one of your jobs is to provide direction and leadership for a work unit. Describe how you have accomplished this in the past.

LEADERSHIP ASSESSMENT INTERVIEW QUESTIONS

THE FOLLOWING SAMPLE INTERVIEW QUESTIONS ABOUT LEADERSHIP ENABLE YOU TO ASSESS YOUR CANDIDATE'S SKILLS IN LEADERSHIP.

- You decided to reorganize the department or work unit that you lead. Tell me how you proceeded with the reorganization?
- Have you ever been a member of a successful team? If so, describe the role you played on the team and in its success.
- Give me an example of a time when you played a leadership role in an event, an activity, a department or work unit, or a project. Describe how you led the efforts. Tell me how people responded to your leadership.
- If I were to ask your reporting staff or your peers to comment about your leadership style, your leadership strengths, and your leadership weaknesses, how would they respond? What would this discussion tell me about you as a leader?
- Tell me about a time when you created agreement and shared purpose from a situation in which all parties originally differed in opinion, approach, and objectives.
- As a leader within an organization, you must often build support for goals and projects from people who do not report to you and over whom you have no authority. * Tell me about a situation in which you demonstrated that you can build the needed support.
- What are the three most important values you demonstrate as a leader? Tell me a story that demonstrates each of these leadership values in practice within your workplace.
- During your work experiences while attending college, tell me about a time when you demonstrated that you have leadership ability and skill.

EXECUTIVE ASSESSMENT INTERVIEW QUESTIONS

THE FOLLOWING SAMPLE INTERVIEW QUESTIONS ABOUT LEADERSHIP ENABLE YOU TO ASSESS YOUR CANDIDATE'S SKILL LEVEL AND APPITUDE AS AN EXECUTIVE CANDIDATE.

- Tell me a bit about yourself.
- Give me an example of how your major weakness has caused problems at your job
- What three words describe you?
- In a group setting, are you generally a leader or a follower?
- How did you define success when you were in college? How do you define it now?
- What makes you think you will fit in with our company?
- How have your job responsibilities evolved since you joined your present employer?
- Tell me how you handled a major challenge at the workplace?
- What is your approach to dealing with recalcitrant staff?
- How much leeway do you need in decision making?
- How do you motivate your staff?
- According to you, what's the major issue facing this industry today? How will you handle it?
- How well networked are you with peers in this and other industries?
- Describe your ideal job

MARKETING AND PRODUCT MANAGEMENT POSITION QUESTIONS

STRATEGIC DEVELOPMENT

- Site an example of your leadership in developing new business
- What level of P & L responsibility have you had?
- What experience have you had in developing thought-leaders, physician facilitators, and clinical programming?

MARKET ANALYSIS

- Site 3 specific resources you use to develop and maintain industry & market knowledge. Include primary & secondary resources.
- Site 3 examples of resources you use to research and analyze competitive products
- How do you specifically define/refine pricing strategy?

PRODUCT MANAGEMENT

- Give an example of your role managing clinical equipment, evaluation equipment, and loaners/demo
- How do you stay actively participative in development of products to meet anticipated market needs and specifications?
- Give one demonstrative example of how you work with R&D, Engineering, Surgeons, and others
- What system do you use to ensure deliverables?

CLINICAL AND SALES SUPPORT

- What Class devices have you had experience with?
- Select one product life cycle and discuss your personal contribution to your company: IRB, 510(k), PMA, IDE, Retirement, or Recall.
- Discuss an interaction you've had with a physician where the procedure did not go well. How did you manage the situation?

MARKETING

- What are some recent trade-shows you've worked on? What level of responsibility did you have?
- Give an example of product and service support materials you've had a direct responsibility for. What format?
- What budget? What audience? What was the result and how were the results measured?
- Give an example of how you've prepared & managed training and education materials

ANATOMY SPECIFIC

- Do you have 2-10 years of technical or marketing experience in medical device industry in (orthopedics, imaging or navigation)?
- Have you had experience executing on several marketing projects simultaneously, within budget
- Are you proficient in multiple computer based tools (MS Word, Excel, Publishing, Acrobat etc.)?
- Tell me about your experience in arthroscopy, sport medicine, or orthopedic surgery
- Do you have current relationships with surgeon thought leaders in the area of orthopedics? Who?
- Do you have current relationships with vendors and manufacturers in the area of orthopedics?
- Do you have current, significant relationships (subspecialty) surgeons on a national basis? Who?
- Have you had experience launching an orthopedic product to the orthopedic sports medicine community?
- Do you have proven ability to handle complex negotiations and experience with senior level managers and SURGEONS? Please describe.
- Do you have strong analytic marketing knowledge and experience? What tools and resources do you use?
- Do you have any contractual restrictions which would prevent you from working with us?
- Do you have any other issues which may prevent you from accepting this position? (VISA, non-competes, geographic)

SOFTWARE DEVELOPMENT POSITION QUESTIONS

GENERAL QUESTIONS

- Describe how you drive software development to support your company's business
- How many IT professionals have you managed in the past? Currently? At what level? (Entry level? Degreed? Senior?)
- Give one example of how you manage several projects simultaneously when there are conflicting priorities
- List three vendors, outside contractors, or suppliers with which you have managed relationships and describe one instance of problem solving.
- Briefly outline your philosophy regarding SDLC (systems development life cycle)
- Are you more interested in program development or program implementation? Why?
- What software languages and industry standard codes are you proficient with?
- How do you get people to do things they don't like to do?
- Describe for me your most significant leadership experience related to software development
- Describe your most recent/current project in technical terms (as if to a colleague)
- How do you establish working relationships with new people?
- Describe your experience, in detail, in working with the _____ family of products
- Please discuss your expertise in supporting the introduction of medical devices into the field, including clinical trials
- Are you familiar with ASTM standards? Do you have any ASTM related certifications?
- Describe your project leadership experience in industry, including your reports (direct & indirect)

QA SOFTWARE DEVELOPMENT POSITION QUESTIONS

TECHNICAL - SQL SERVERS

- What is a major difference between SQL Server 6.5 and 7.0 platform wise?
- Is SQL Server implemented as a service or an application?
- What is the difference in Login Security Modes between v6.5 and 7.0?
- What is a traditional Network Library for SQL Servers?
- What is a default TCP/IP socket assigned for SQL Server?
- If you encounter this kind of an error message, what you need to look into to solve this problem?
- What are the two options the DBA has to assign a password to sa?
- What is new philosophy for database devices for SQL Server 7.0?
- When you create a database how is it stored?
- Let's assume you have data that resides on SQL Server 6.5. You have to move it SQL Server 7.0. How are you going to do it?

QA SOFTWARE DEVELOPMENT POSITION QUESTIONS

TECHNICAL – DIRECT CONNECT

- Have you ever tested 3 tier applications?
- Do you know anything about DirectConnect software?
Who is a vendor of the software?
- What platform does it run on?
- How did you use it? What kind of tools have you used to test connection?
- How to set up a permission for 3 tier application?
- What UNIX command do you use to connect to UNIX server?
- Do you know how to configure DB2 side of the application?

QA SOFTWARE DEVELOPMENT POSITION QUESTIONS

TECHNICAL - WEB APPLICATION

- What kind of LAN types do you know?
- What is the difference between them?
- What protocol both networks use? What does it stand for?
- Define and explain the following:
 - How many bits IP Address consist of?
 - How many layers of TCP/IP protocol combined of?
 - How to define testing of network layers?
 - How to test proper TCP/IP configuration Windows machine?
- What is a component-based Architecture? How to approach testing of a component based application?
- How to maintain Browser settings?
- What kind of testing considerations you have to have in mind for Security Testing?

SALES / CLINICAL SPECIALIST POSITION QUESTIONS

GENERAL

- Give me an example of when you provided on-site guidance and assistance to physicians and or personnel during surgery
- Discuss an interaction you have had with a physician or hospital personnel where the on-site clinical evaluations to demonstrate customer use of products and services did not go well. How did you manage the situation?
- Discuss how you will you be able to direct CT and radiology staff in performing necessary scans prior to surgery?
- Please explain how you would utilize your expertise to contribute to the quality improvement process by recommending product modifications to in house development teams?
- What is the most significant recent trend you have observed in the orthopedic market place?
- What is the most significant recent trend you have observed in the total knee market place?
- How do you stay abreast of development regarding and competitive knee products and services via ongoing training and individual research?
- What is a soft tissue release?
- What causes a PE during a knee procedure?
- How many cases are typically used during a TKR (AAA, CABG – whatever) procedure?
- What is the average skin to skin time for a XXXX procedure?
- Please compare the Your company procedure to a traditional procedure.
- Give me an example of when you identified a lead and it turned into a sale?
- Do you consider yourself more of a salesperson – or clinical support person?
- How do you manage your time?
- Will you be able to provide a minimum of 10 surgeon recommendations to validate how you bring value to your current/most recent company?

DESIGNER / CAD / DRAFTSMAN / ENTRY LEVEL ENGINEER POSITION QUESTIONS

GENERAL

- What is your level of proficiency with CAD?
- What is your level of proficiency with Pro/E (or whatever software the candidate would be using)? Describe (and bring nonproprietary examples if a face to face interview)
- What other CAD programs are you proficient in?
- What software languages and industry standard codes are you proficient with?
- Approximately how many designs have you been involved with? Give an example.
- Describe your most recent/current project in technical terms (as if to a colleague)
- Describe your experience in rapid manufacturing environments
- Do you have a Non-Compete or other contractual obligation which may affect your candidacy?

DESIGNER / CAD / DRAFTSMAN / ENTRY LEVEL ENGINEER POSITION QUESTIONS

TECHNICAL

- Describe your experience related to knees and or orthopedic implants
- Are you experienced in mechanical design and analysis of implant products, FEA, and testing strategy?
- Have you worked in the creation and maintenance of DHF to meet QSR requirements?
- Do you have experience with and if so, are you a confident communicator when working with orthopedic surgeons?
- Do you have knowledge of surgical quality manufacturing technologies (metal and plastic)?
- Do you have current or recent experience working with external vendors as it relates to implant manufacturing?
- Do you have knowledge or experience in Imaging, IGS or surgical navigation?
- Do you have an extensive understanding of the MIS orthopedic marketplace?

BUYER PLANNER / MATERIALS SUPPLY CHAIN POSITION QUESTIONS

GENERAL

- Discuss your experience do you have in a medical device organization as a planner, buyer or master scheduler
- Discuss your experience reviewing MRP reports and placing orders for production
- Discuss your experience in reviewing MRP outputs and your expertise in communicating CRs to vendors.
- Discuss your experience in determining and adjusting existing inventory and anticipating current / future demand
- Describe your experience working in a rapid manufacturing or rapid prototyping environment
- What MRP software, technology, or methodology are you familiar with?
- Discuss your experience as a Materials Planner. What were your major accomplishments? How have you controlled costs or contributed to your companies' bottom line?
- Discuss your experience evaluating vendor quotes and services and how you maintain ISO compliance.

QUALITY CONTROL ENGINEER / QUALITY INSPECTOR POSITION QUESTIONS

GENERAL

- Define DFMEA
- Discuss your quality engineering experience in operations or the manufacturing of medical devices
- Are you ASQ certified?
- Please explain QSR.
- Have you been trained in 6 Sigma?
- Describe the gage calibration process.
- Relate an example of your ability to multi-task.
- Describe the validation protocol process.
- Describe your experience with qualification and validation requirements for medical product design.
- Relate an example of how you have dealt with supplier performance in the past.

MECHANICAL ENGINEER / DOCUMENT CONTROL / MANUFACTURING / PLANNER POSITION QUESTIONS

GENERAL

- Discuss your knowledge and experience working with blueprint interpretation, and analyzing and planning workforce utilization in a regulated environment.
- Discuss your knowledge and experience managing GD&T in a regulated environment.
- Do you have experience in a MRP environment? What MRP software, technology, or methodology are you familiar with?
- Give an example of your efficiency in planning and designing manufacturing processes
- Give an example of your experience planning and directing the assembly and test of precision electronic, electro-mechanical and mechanical components in an MRP environment.
- Describe your most recent/current project in technical terms
- Give an example of how you have maximized efficiency by analyzing layout of equipment, workflow, and assembly methods.
- Discuss your experience in reviewing MPS / MRP, BOM, and blueprints
- Discuss your experience in determining and adjusting existing inventory and anticipating current / future demand
- Give an example of a time you demonstrated strong technical aptitude, problem solving skills, and teamwork.
- Do you have experience developing and documenting test protocols, qualification and validation reports?
- Do you understand, and would you be able to perform basic statistical calculations and analysis?

REGULATORY AFFAIRS POSITION QUESTIONS

GENERAL

- Do you have minimum of ____ years managing a team of RA/QA professionals?
- Have you supervised the creation of training materials, and trained others on Regulatory Affairs topics?
- Do you have current, relevant and strong relationships with the FDA working with Class __ devices?
- Can you give me specific examples of your strong track record in FDA submissions?
- Prior to an interview, will you be able to provide specific examples of working within a matrix structure and site examples of how you are able to work collaboratively across company boundaries; be diplomatic, self-assured, flexible in professional and personal approaches?
- Do you have current, relevant experience in 510k (or IDE, PMA, ETC) submission? Please describe
- Do you have specific examples of your leadership in monitoring company activities to ensure compliance with all regulatory requirements including compliance with the Quality System Regulation (QSR), Design History Files (DHR) and CE/EN/ISO standards?
- Do you have RAC (or ASQ...etc) certification?
- Have you supervised the creation and management of internal audit process to ensure regulatory compliance of GMP/QSR standards?
- Have you directly participated in a leadership role in an IRB?
- Have you directly participated in a leadership role in a PMA process?
- Have you directly participated in a leadership role a "Crisis Management" situation? (Recalls, alerts, withdrawals)
- Have you directly participated in commenting on proposed changes in the Federal Register?
- Will you be able to provide specific examples of your making recommendations on marketing claims within your organization and how you affected both positive and negative recommendations?



HOW TO EVALUATE THE CANDIDATE

JOB KNOWLEDGE:

Has the candidate done his/her homework on your company? Do they seem genuinely interested? Does the job description fit their skill set and career track?

DRIVE AND DETERMINATION:

Does the candidate have high standards, and a “can do” attitude? Will they “go the extra mile?”

TECHNICAL ABILITY:

Does the candidate meet the “job specs” from a technical standpoint? Have they done this type of work before?

STRATEGIC PLANNING –IMPLEMENTATION SKILLS:

Was the candidate able to prove his/her ability to create and/or execute a plan of action to meet specific goals? Are they able to manage their time wisely? Were they able to give specific examples of quantifiable results in their previous job?

JUDGMENT AND EVALUATION SKILLS:

Were you able to assess and measure the candidate’s work ethic and ability to receive constructive criticism? Will they be coachable?

PRESSURE MANAGEMENT:

How do you think this person will handle pressure? Are they able to demonstrate tenacity and emotional resilience after a defeat or issue?

TEAMWORK:

Can this person work with different personality types and draw from each member’s strengths to reach a common goal? This is a critical trait the candidate must demonstrate in most roles.

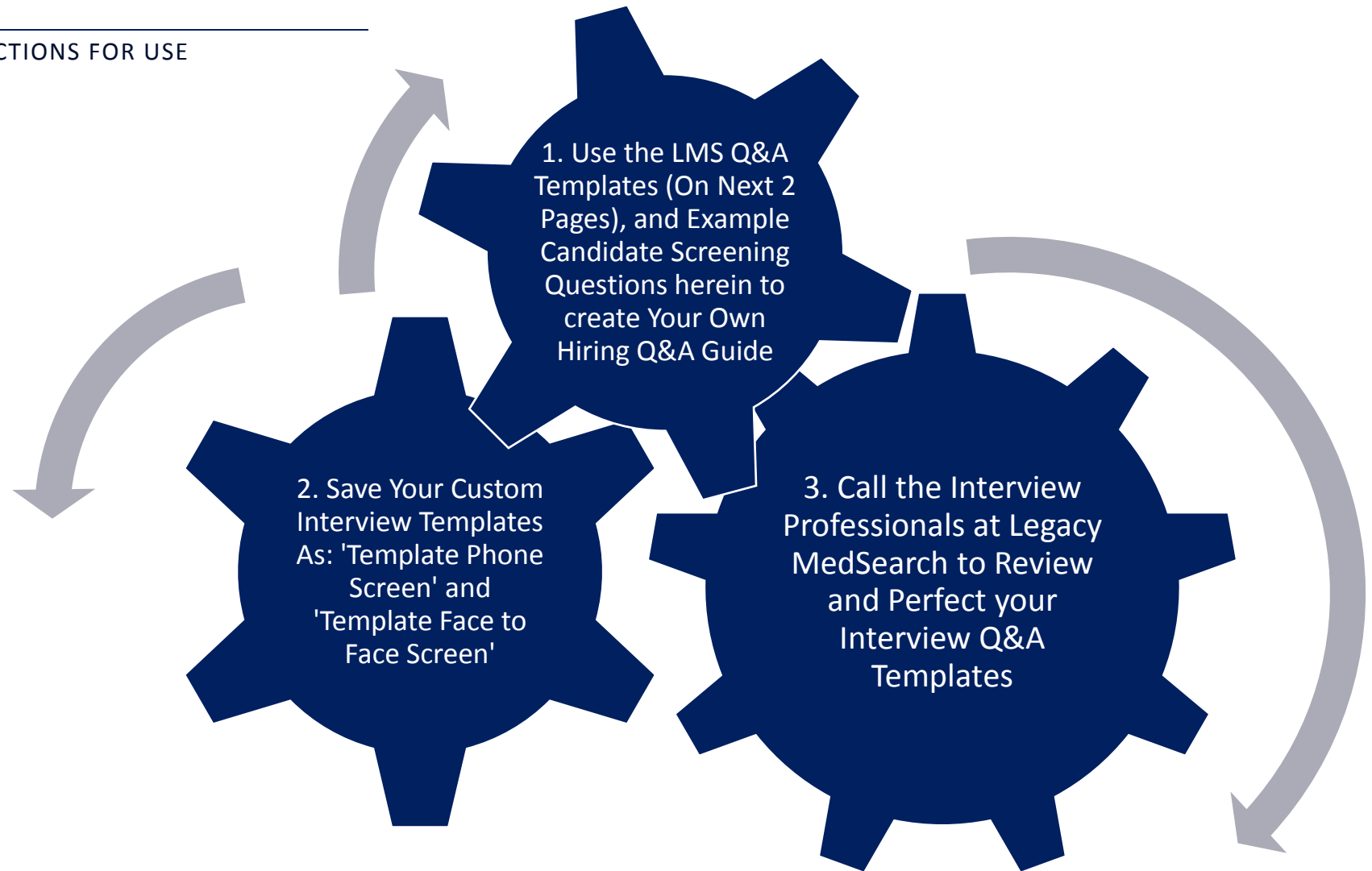
BUSINESS SAVVY:

Does the candidate understand current business trends relevant to your company? Do they demonstrate an understanding of the culture in an early stage company – and the potential risk-rewards they come along with it?

THE HIRING MANAGER'S Q&A TEMPLATE

SAMPLE TEMPLATE FOR HIRING MANAGERS WHEN INTERVIEWING

INSTRUCTIONS FOR USE



PHONE INTERVIEW Q&A TEMPLATE

INSTRUCTIONS: PRE-SELECT 5-10 QUESTIONS PRIOR TO CONTACTING CANDIDATE

CANDIDATE NAME:

POSITION:

INTERVIEWER:

DATE COMPLETED:

INTERVIEW QUESTIONS INPUT HERE	CANDIDATE'S RESPONSES INPUT HERE
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.

FACE TO FACE INTERVIEW Q&A TEMPLATE

INSTRUCTIONS: PRE-SELECT 5-10 QUESTIONS PRIOR TO CONTACTING CANDIDATE

CANDIDATE NAME:

POSITION:

INTERVIEWER:

DATE COMPLETED:

INTERVIEW QUESTIONS INPUT HERE	CANDIDATE'S RESPONSES INPUT HERE
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.

CANDIDATE EVALUATION

Date Completed: _____ Candidate Name: _____ Position: _____ Interviewer: _____ Phone or Face to Face? _____

Scale: 0-Not applicable 1 – Low 4 - Average 7 - High

Outcome:	Recommend	Pass	Hold										
							1	2	3	4	5	6	7
<u>Overall Comments:</u>													

EDUCATION / TRAINING

The candidate has the necessary education and/or training required by the position.

- Exceeds requirements
- Meets requirements
- Needs additional training
- Does Not meet requirements

Comments

WORK EXPERIENCE

The candidate has prior work experience that is related to the position.

- Extensive experience
- Meets requirements
- Not related but transferable skills
- No prior experience

Comments:

SKILLS (TECHNICAL)

The candidate demonstrated to your satisfaction that he/she had the necessary technical skills to perform the job successfully.

- Exceeds requirements
- Meets requirements
- Needs additional training
- Does Not meet requirements

Comments:

LEADERSHIP SKILLS

The candidate demonstrated to your satisfaction that he/she had the necessary leadership skills to perform the job successfully.

- Exceeds requirements
- Meets requirements
- Doesn't meet requirements
- Not applicable (Individual contributor)

Comments:

SUPERVISING OTHERS

The candidate demonstrated to your satisfaction that he/she had the necessary experience in supervising others to perform the job successfully.

- Exceeds requirements
- Meets requirements
- Doesn't meet requirements
- Not applicable (non-supervisory position)

Comments:

INTERPERSONAL SKILLS

Communication: articulated ideas clearly both written and orally.

- Exceeds requirements
- Meets requirements
- Does Not meet requirements
- Not applicable

Comments:

SAMPLE SUCCESS PROFILE

EXAMPLE RECRUITING PLAN / LEGACY MEDSEARCH RETAINED SEARCH FORMAT

POSITION: Product Manager
REPORTS TO: Director of Sales & Marketing
DEPARTMENT: Sales & Marketing
SUPERVISES: N/A

THE MAIN OBJECTIVES OF THE PRODUCT MANAGER ARE TO:

- 1 Develop a 3-5 year product plan associated with the development of existing and new (NPD based and Client Name based) products that are utilized by our customers around the world;
- 2 Put forth requirements for that product plan, and
- 3 To provide direction and leadership by managing, delivering, and coordinating the requirements of the market, the needs of our customers, and the dynamics of the sales and engineering teams for our existing products with the goal of growing our business for short and long term.

CRITICAL SUCCESS FACTORS

ENTREPRENEURSHIP

- Ability to identify and exploit new opportunities for new products, services and markets with the ultimate goal of strategically positioning Client Name's products in the global marketplace.
- Ability to turn threats (from competitors, government policies, and new technologies) into business opportunities.
- Understands how the business produces customer value and measurable results, and shows an unrelenting and aggressive drive towards achieving goals.
- Ability to look beyond the boundaries of the organization for new growth opportunities (new technologies, applications, etc.).
- Ability to effectively champion the products direction through constant interaction with peers and senior management in a politically astute manner.
- Ability to be open to different and new ways of doing things; willingness to modify one's preferred way of doing things.
- Ability to demonstrate a high level of integrity, responsibility, accountability, strong interpersonal skills, combined with the ability to build consensus.

STRATEGIC THINKING

- Ability to evaluate and pursue initiatives, investments, and opportunities based on their fit with broader strategies, market opportunities, and competitive threats.
- Ability to develop a long-range course of action or set of goals (i.e. product plan) to align with the organization's 3-5 year vision.

ADAPTABILITY

- Ability to be open and versatile with regards to new ways of doing things with organizational, market, priority, and personal change.

PLANNING & ORGANIZATION

- Ability to develop contingency & back up plans to minimize risk.
- Demonstrates effective skill in planning in accomplishing specific projects. Knows how to organize and manage people, multiple activities, priorities, and processes that in-turn gets things done efficiently and effectively with the goal of maintaining high levels of customer service.

CUSTOMER FOCUS

- Ability to provide a consistent focus on serving the needs, concerns, objectives, and aspirations of others that shows a strong positive regard toward customers.
- Ability to provide a high degree of customer service through responsiveness and anticipation of customer needs in order to establish / sustain long-term partnerships.
- Ability to serve the customer through behavior and actions that are respected in the customer's culture.
- Ability to demonstrate concern for meeting internal and external customers' needs in a manner that provides satisfaction and excellent, timely results for the customer.

RESULTS

- Ability to produce measurable results with regards to product strategy and product development in both the short and long-term departmental and organizational goals.

TEAMWORK

- Ability to work effectively in a team-based organization, collaborate cross-functionally and globally with various technical & engineering based groups, exercise influence at senior levels, and build alignment around product goals and objectives that drive our products to be the most highly innovative and competitive global products on the market.

SCOPE OF AUTHORITY & ACCOUNTABILITY

People: *Very Complex.* Although position does not have any direct reports, the ability to productively and efficiently work with various groups of individuals internally (technical, business, marketing, sales, operations, customer care), as well as able to productively and efficiently work with various domestic & international customers and their diverse cultural and business differences is critical.

Operations: *Very Complex.* (e.g. expand into new markets with new products, drive new products/enhancements to existing products, manage and provide direction to the customer (internally and externally) from a product point of view, and meet all assigned product, department, and ultimately company related goals.

Money or Capital: *Moderately Complex.* (E.g. provide accurate costing of products with the goal of staying above profit margin targets.)

RESULTS AND MEASURES

PRODUCT PLANS (40%)

- A. Develops and implements a 3-5 year strategic plan for each product line that supports the organization's vision and goals; translates the strategic plan to Director of Sales and cross functional teams to ensure support; and modifies the plan in response to changing internal and external factors.
- B. Develops product analysis for each market SBU (Asia, Europe, US), and works closely with the SBU Manager to assess the business and develop a strategic product plan.
- C. Works with new OEM's to develop new products (NRE or proactive development) and to meet the associated release timelines.
- D. Participates with Director of Sales and other team members in determining product related strategies to meet or exceed revenue, profit, and cash flow commitments to the company.
- E. Provides weekly report to Director of Sales & Marketing with each task listed with priority and action items for next steps to closure.

MARKET / PRODUCT ANALYSIS (20%)

- A. Analyzes current and future product, application, and market trends and needs, and accurately assesses competitive strengths and vulnerabilities with our technical team and with our competition. Develops both offensive and defensive product related strategies.
- B. Works with SBU managers to develop a competitive analysis for all competition
- C. Actively contributes to identifying and pursuing new opportunities for new value creation.

PRODUCT MARKETING (20%)

- A. Coordinates trade shows and other product marketing with the Marketing Communications Manager.
- B. Establishes and maintains the product-training program for multi-functional team members from Sales, Customer Service, Applications, Engineering, and Manufacturing.
- C. Works with Marketing Communication Manager to develop product materials for customer (sales) use

Strategic Product Development

- 3-5 yr. plan completed and aligned with corporate plan
- % annual achievement of business plans
- Director/Exec. Team agreement that established strategies are likely to achieve the mission and are consistent with the corporate fiscal and human constraints.
- Product requirements submitted for new architecture are clear and can be developed
- Customer satisfaction as it relates to product quality and QA metrics

- Completion of competitive analysis (per established time schedule)

Executives Agree:

- Analysis is complete and accurate
- Strategies contain appropriate levels of risk/reward

- Ongoing trade shows (specifically RSNA) have all deliverables achieved – the product manager is just as responsible for the success of these events as the Marketing Communications Manager
- Product training is rated as effective
- Customers rate product materials as useful

- D. Maintains the target profit margin by making sure product costs are in line with our goals as well as what the market will bear.
- E. Travels to customer sites and trade shows on a consistent basis, and is in weekly discussions with the customers via email and phone.

DCP RELATED TASKS / R&D INTERACTION (20%)

- A. Responsible for driving all applicable DCP tasks in Stages 1, 2 and 3 as it relates to product, market, and business plan.
- B. Responsible for supporting the alpha / beta sites in conjunction with the SBU manager and the Customer Care department.
- C. Facilitates the research and development processes in identifying and leveraging opportunities to apply new intellectual property to existing portfolio.

- DCP's completed on time and by the dates outlined in the document, which includes all associated marketing and sales DCP related tasks
- Consistently, during a weekly meeting with R&D, discusses product planning, product vision, customer requirements and priority, and current product / project status

POSITION QUALIFICATIONS

MINIMUM EDUCATION

Bachelor's degree in business, marketing, or a clinical related field (i.e. Radiology Tech) with a Master's degree preferred or equivalent work experience.

MINIMUM EXPERIENCE

3 years of experience in product management of capital equipment; preferably in medical x-ray.

OTHER SKILLS/KNOWLEDGE/EXPERIENCE

- Ability to collect and analyze data; effectively translate into tactical and strategic business and product plans
- Proactively engage domestic and international customers
- Strong organizational and presentation skills.
- Motivated by success and career growth
- Possess a unique blend of business, technical, process, and clinical aptitude.

WORKING CONDITIONS

- Domestic and International Travel required – 10-15%

###

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