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
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**

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

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

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

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

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

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**(-) 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
### 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)

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

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

- [ ] Mostly Passive/Non-Learner
- [ ] More Passive/Non-Learner
- [ ] Mixed
- [ ] More Agile Learner
- [ ] Mostly Agile Learner

**Comments**

________________________________________

________________________________________

________________________________________

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# CANDIDATE SUMMARY EVALUATION FORM

**Candidate:**

**Position Title:**

**Date of Interview:**

**Interviewer:**

<table>
<thead>
<tr>
<th>COMPETENCY</th>
<th>COMPETENCY RATING</th>
<th>CRITERIA RATING</th>
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<tbody>
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**TOTAL COMPETENCY RATING**

Please use the rating scale to fill out the following additional candidate criteria:

- 1 = Clearly misses requirements,
- 2 = Less than requirements,
- 3 = Meets requirements,
- 4 = Exceeds requirements,
- 5 = Far exceeds requirements

<table>
<thead>
<tr>
<th>JOB FUNCTION/TECHNICAL SKILLS</th>
<th></th>
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<tbody>
<tr>
<td>LEARNING AGILITY</td>
<td></td>
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<tr>
<td>ORGANIZATIONAL FIT</td>
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**OVERALL RATING**

**OVERALL INTERVIEWER COMMENTS**

Notable Strengths:

Notable Weaknesses:

*Please keep this form in recruiting file*