

Anställningskommitténs intervjuunderlag

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Inför intervjun:

- Gå igenom kravprofilen och bestäm vilka områden/frågor som är relevanta utifrån tjänsten utformning.
- Läs igenom CV och ansökningshandlingar och anpassa frågorna till personens erfarenhet.
- Dela upp ansvar för områden/frågor, samt bestäm er för en struktur som ni följer i varje intervju.

Under intervjun:

- **Skapa en god och avspänd stämning** så att kandidaten känner sig välkommen.
- **Lyssna aktivt, visa intresse, håll ögonkontakt** och tänk på *kroppsspråket*.
- Ställ **öppna frågor** t.ex. hur, vad, kan du beskriva, på vilket sätt, hur gjorde du då, kan du berätta mer om... (undvik slutna frågor, d.v.s. frågor som kan besvaras med ja eller nej).
- Fråga efter **konkreta exempel**, exemplen ska vara i närtid och fokusera på Situation-Beteende-Resultat (SBR-metoden).
- Fråga endast **en fråga i taget** och vänta på svar (hjälp inte kandidaten genom att fylla i med svar).
- Bedöm svaren och tänk efter: har ni fått svar på frågan? Om inte, fråga igen och ställ följdfrågor.
- Var noga med att få fram **likvärdig information** från samtliga sökande. Det är en förutsättning för en bra slutbedömning.
- Håll **fokus och struktur** under intervjun, t ex genom att leda tillbaka kandidaten till en fråga och avbryta vid alltför långa svar.
- Håll koll på tiden så att **samtliga relevanta områden** hinner beröras under alla intervjuer.
- Var observant på kandidatens **kroppsspråk** och **sätt att kommunicera**, hur/med vem/vilka?
- Var medveten om och ifrågasätt och förhåll dig kritiskt till dina egna föreställningar och erfarenheter.
- Ta **minnesanteckningar** under intervjun.

Fallgropar:

Var medveten om fallgropar vid intervjuer, t ex tendensen att uppskatta och söka efter personer som är lik en själv, låta första intrycket avgöra och påverka utgången av en intervju, bedöma och ställa olika frågor till kvinnor och män. Var medveten om och ifrågasätt och förhåll dig kritiskt till dina egna föreställningar och erfarenheter!

Efter intervjun:

- Gör på egen hand en bedömning av varje kandidat i relation till kravprofilen därefter diskuterar och sammanväger ni era bedömningar utifrån kravprofilen i hela gruppen.

- **Present all the participants**

- **Describe the recruitment process**

X candidates applied to this position, we chose to interview X candidates.... The head of the department will contact you and let you know who will be offered the position, the decision will be made...

- **Describe the interview procedure**

The interview will take approximately X minutes. We will ask questions and take notes and you are welcome to interrupt and ask us questions at any time.

- **Do you have any questions before we start?**

BACKGROUND

- Please tell us, in a few sentences, a little about yourself and your background.

Anställningskommitténs intervjuunderlag

- What made you decide to apply to this position?

Research

- Tell us briefly about your background in research.
- Tell us in a few sentences what your research is about.
- If you should describe the role of your own research, is it of central importance for the area of XX or is it very specialized?
- What is the impact of your research? Within the scientific community/education/for industry/for society?
- Have you made any new findings, could you please tell us about them?
- Please give us some examples of interesting research questions for the future in your scientific area.
- From your perspective, what issues should research on XX focus on.
- What are the future challenges in your field and what are the most important gaps of knowledge?
- How can you help to create something new within your area?
- How do you keep yourself updated within your field?
- How come you have published your results to a great extent/ how come you have not published research so much?
- What is your driving force in research? What keeps you motivated? Please give us examples.
- How important is it for you to be a successful scientist?
- Tell us about your goals when it comes to research/work.

Funding

- Have you applied for external funding? What was the outcome? (It is a normal situation in Sweden that a major part of the financing comes from external funding.)
- What are your current funding sources?

Collaboration, projects, networking

- Please tell us about your network and cooperation with other researchers in your area (nationally and internationally).
- How have you developed and maintained contacts with others in the field?

Anställningskommitténs intervjuunderlag

- When it comes to networks, collaboration and projects within your field where would you say it is most important to be active and establish collaboration?
- Have you been in charge of projects where you have coordinated several researchers, PhD students etc.? Please tell us more about this.
- Tell us about your cooperation with other scientists from other research areas/your own research area.
- Are you involved in any interdisciplinary projects? Please tell us more.
- Have you had any research cooperation outside academia? Please describe your experience, pros and cons etc.

Outreach

- Please, tell us about your involvement in public arrangements aimed to increasing general knowledge about your area and its role in society/outreach.
- How and to what audiences do you normally communicate your achievements?
- What strategies do you think are the best when it comes to increasing knowledge of XXX?

Diversity

- How come there are fewer women than men that become professors and how can we change that?
- How do you perceive your research area when it comes to gender and diversity/how can this be improved?
- Are you familiar with the term Master suppression techniques/domination techniques (härskartekniker)? Have you ever experienced/used Master suppression techniques/domination techniques (härskartekniker)? How did you react/handle this?
- Tell us your experiences of working with people from different social backgrounds, gender, age, cultural background, ethnicity etc?
- Have you encountered any difficulties in terms of cultural differences etc? How did you handle/solve them? Please give us some examples.
- Are there any situations you might feel uncomfortable with in terms of teaching, supervising or collaborating with men/women/with people from different cultural backgrounds etc?

Future at Chalmers

- What do you want to achieve while working at Chalmers?
- If you are offered this position, how would you organise your work? (eg oriented towards networking, building a research environment and research group, willing to be present, work towards a joint goal)
- What strategies would benefit and strengthen Chalmers as an important participant and representative of this research area?
- What do you see as the challenges concerning this position?
- If you would be offered this position, what would be your most valuable contribution?
- If you look five years ahead what kind of research are you doing? In what stage of progress? In 10 years? How would you develop your research group?

CONCLUSION

- Informera om arbetet som kandidaten sökt och ge kandidaten möjlighet att ställa frågor.
- Informera om när och vem som kontaktar kandidaten med besked om utgången.

Avsluta med:

- Is there anything you would like to tell us or add that we have not talked about?
- Do you have any questions before we finish?

Pedagogy, teaching, supervision and scholarship of teaching

Teaching

- Please tell us about your teaching experience (variation, bredd/djup, nivå, omfattning).
- How do you feel about teaching in relation to research?
- How do you integrate research and teaching? How do you apply your own research?
- What is the impact of your teaching? What results have you achieved?
- What results/goals are you aiming for?
- What are the challenges?
- Tell us your thoughts on what students need to learn and what future employers expect of the students.

Methods, teaching a specific subject, scholarship of teaching

- Tell us about your teaching style.
- What is your pedagogical view/idea/style/philosophy?
- Which types of teaching activities do you consider the best to use?
- Do you use different methods and ways of teaching? Please describe and give examples. Why do you choose these methods and to what situations?
- What is special with teaching your subject and how is it best done?
- Are there any specific challenges when it comes to teaching your subject?
- How do you integrate and use pedagogical research in your teaching?
- How have you been influenced by research that has been done on teaching your subject?
- What methods/people have inspired you and developed your teaching?

Preparation, planning and educational materials

- How do you prepare and plan your courses and teaching?
- Tell us how you organized your last course, teaching activities etc. What worked? What didn't work? How come you organized the course like this? What would you change next time?
- What study materials do you use?
- Have you produced any books or other educational materials/teaching aids?

Anställningskommitténs intervjuunderlag

Examination and feedback

- How do you follow up and make sure that the students have learnt what you have intended to teach them?
- What kind of exams do you think is the best? Why...?
- How do you work with course assessments? (eg continuous examination or only examination at the end of the course)
- How do you evaluate/get feedback on your teaching?

Study environment, interaction with and feedback from the students

- How do you work with giving the students a creative and challenging learning environment?
- How do you take into account students' different starting points and learning capabilities?
- How do you motivate reluctant and less motivated students?
- How do you help students to improve their study habits?
- Please tell us about students that due to your teaching have improved and developed. In what ways did they improve and can you describe how you were a part of it?
- How do you communicate with students?
- How do you use students' views and feedback on courses, contents and teaching?
- What feedback from students has been valuable?
- How do you think your students perceive you as teacher?
- What results do you expect from the students? (what result is normally the case...?)

Supervision

- Tell us about your experience of being a supervisor? (eg for Master/PhD students, most negative/positive)
- How do you encourage students to become PhD students?
- How do you perceive your role and responsibility as supervisor?
- What is important as a supervisor?
- In your opinion, what type of supervisor are you?
- How do you introduce your PhD students to research/the work environment?

Anställningskommitténs intervjuunderlag

- How do you organize your supervision of PhD students? (eg different styles in the beginning/end of the process...)
- How do you think your PhD students would describe you as a supervisor?
- How do you communicate with your PhDs?
- What part of supervision is most challenging/difficult? Give us an example, how did you handle/solve it? What did you learn from this?
- Are there any PhD students involved in your present projects? How would you arrange for them if you come to Chalmers?

Diversity

- Tell us your experiences of having students/PhD students from different social backgrounds, gender, age, cultural background, ethnicity etc.
- Have you encountered any difficulties in terms of cultural differences etc? How did you handle/solve them? Please give us examples.
- How can we influence young women to choose to study at Chalmers?
- How can we influence women to choose your subject?
- How shall we attract young people from different social backgrounds to choose Engineering and research careers?
- How can we increase the number of women becoming PhD students? Do you have any experience of this?
- Are you familiar with the term Master suppression techniques/domination techniques (härskartekniker)? Have you ever experienced/used Master suppression techniques/domination techniques (härskartekniker)? How did you react/handle this?
- Are there any situations you might feel uncomfortable with in terms of teaching, supervising or collaborating with the opposite sex/with people from different cultural background etc?

Progress, pedagogical development and network

- In what ways have you changed as teacher and supervisor during the years?
- How have you developed and improved your teaching? (courses, projects, supervision, research, collaboration, networks etc)
- How do you keep yourself updated when it comes to pedagogical knowledge and teaching? (courses, training, conferences, collaboration, research, networks)
- What gaps of knowledge do you have when it comes to teaching and teaching your subject?

Anställningskommitténs intervjuunderlag

- How do you want to develop your pedagogical practise in the future? What would you like to achieve?
- What are your future challenges in teaching and supervising?
- Which persons do you discuss your teaching with?
- Tell us about your experience of participating in discussions on pedagogy and teaching with colleagues/at your department/networks.
- Please tell us how you cooperate with others when it comes to teaching. (TA's, programansvariga, administratörer, utanför högskolan tex gymnasier, nätverk)
- Why do you want to come to Chalmers?

CONCLUSION

- Informera om arbetet som kandidaten sökt och ge kandidaten möjlighet att ställa frågor.
- Informera om när och vem som kontaktar kandidaten med besked om utgången.

Avsluta med:

- Is there anything you would like to tell us or add that we have not talked about?
- Do you have any questions before we finish?

Leadership and personality

Leadership

- Tell us about your experience of leadership (personnel, projects, network, education).
- What roles have you taken in your workplaces so far?
- How come you have become a leader?
- What have you enjoyed the most in the role as leader/what have you disliked?
- Tell us about your leadership style.

Department work and delegating

- Please tell us how you on your present job have taken part in the daily life of the department.
- Have you had any official leading or coordinating responsibilities as for example at department level? Work groups, committees...?
- What are your experiences from participating in this kind of groups?
- What work tasks do you normally try to delegate?

Managing projects

- Please give some examples when you have taken the responsibility for a project or collaboration. How did you experience this? Did you initiate the project? What were the results? What would you do differently?
- What aspects of projects have you been managing (funding, budget, coordinating, personnel, administration, supervision etc)? What was the result? Did you keep the deadline?
- How do people perceive you as a project leader? Tell us a little about your leadership style.

Work environment and interaction with co-workers

- How do you achieve a work environment that is characterized by creativity, openness, confidence and joy? (Chalmers ledarskapspolicy)
- Give us some examples on how you support, motivate and coach co-workers.
- Tell us about your experience of/how you work with performance appraisals (medarbetarsamtal).
- How do you communicate and give feedback to your co-workers? (positiv/negativ, dialog, återkoppling, möten etc)

Anställningskommitténs intervjuunderlag

- Describe a situation in which you coordinated the work of a team. What did you do? What was your greatest challenge? What feedback did you receive? What would you do differently?
- How do you make the staff/activity work towards the same goal and vision?
- Have you experienced when a staff member/team is not functioning well? What have you done in these situations? What was the result?
- Give an example of a situation when you had to settle a dispute between co-workers, team members. What did you do/what was the result/what would you do differently?
- Describe a situation in which you have been forced to deal with a person who has gone through something difficult. What did you do? What was the result?
- What do you expect of the co-workers in terms of their need of leadership and guidance?

Making decisions

- Tell us about a situation when a difficult decision was to be made. How did you act for making the right decision? What was the result?
- Tell us about a decision that was wrong. Why was this decision wrong? In hindsight, what would you do differently?
- Tell us how you have reacted and handled when you have found it difficult to follow a decision made by the management team or higher up in the organization.

Making difference, results, feedback, challenges

- What is the impact of your leadership? What results/differences have you accomplished?
- What would you say is the most important aspect of leadership/your leadership?
- Please tell us about areas of work that have improved and developed due to your leadership.
- Please tell us about employees that due to your leadership have improved and developed. In what ways did they improve? Can you describe how you were a part of it?
- What feedback have you got on your leadership?
- What are your strengths and weaknesses as a leader?
- What challenges have you encountered as a leader? (stabilitet, vara modig, våga ta risker och bryta mönster)

Leadership, goals and challenges in relation to the announced position

- How would you take on the leadership and development of XX?
- What goals and results will you work for in the short term/long term? Tell us about your strategies/visions.
- What do you see as the challenges with this position?
- What kind of support would you expect and prefer in your role as XX?
- Tell us which work tasks you normally delegate.
- What tasks do you see as most important as professor/XX?

Personality

- How come you have become an academic/a researcher?
- If we asked your colleagues, how would they describe you?
- At what situations have you lost your temper and become irritated? What happened/how did you handle it?
- Which are your strengths and weaknesses? (give us some examples)
- What would you like to improve and develop as a person?

Conflicts and stressors

- Please tell us about a conflict situation that you have been involved in. Please describe the situation. How did you act? What was the result?
- What persons do you find difficult to work with? Give examples. Why didn't you get along? How did you act then?
- Describe the most negative feedback you have received and how you reacted. Please give us some examples.
- When do you feel stressed, at what situations/certain tasks? (give examples)
- How do you handle tension/stress?

Work tasks, group/individually orientated

- How do you plan and organise your work?
- Please describe a typical research project from start to finish? Which phase and work tasks do you like the best?

Anställningskommitténs intervjuunderlag

- What types of work tasks do you like the best?
- What keeps you motivated at work?
- How do you cooperate with your colleagues? Please give examples.
- When do you perform your best, when you're on your own or together with others? Please give us an example and tell us about your experiences.
- In general, which role do you prefer when working? (team member/project leader)
- What kind of people do you prefer working with? Why?
- What kind of leaders do you appreciate?

Motivation, development & future

- When it comes to working life, what is your driving force?
- What expectations and goals do you have for your future working life/for this job?
- What are you the most proud of/ the least proud of in terms of results and goals in working life?
- When it comes to working life, how have you developed during the years?
- What leadership skills do you need to improve in?
- What role do you see yourself within 5/10 years time?

Diversity

- How can the work environment be improved in relation to aspects of diversity?
- How do you perceive your research area when it comes to gender and diversity/how can this be improved?
- Are you familiar with the term Master suppression techniques/domination techniques (härskartekniker)? Have you ever experienced/used Master suppression techniques/domination techniques (härskartekniker)? How did you react/handle this?
- Tell us your experiences of working with people from different social backgrounds, gender, age, cultural background, ethnicity etc?
- Have you encountered any difficulties in terms of cultural differences? How did you handle/solve them? Please give us some examples.
- Are there any situations you might feel uncomfortable with concerning the opposite sex/with people from different cultural background etc?

Personal life

- Please tell us a little about yourself, what do you do when you're not working?
- How do you balance work and leisure time?

State of recruitment

- Why do you want to come to Chalmers?
- If you would be offered this position are there any obstacles or other things that would prevent you from accepting the offer?
- How do you feel about moving to Göteborg? Are there any obstacles or hindrances when it comes to moving to Göteborg?
- If we would offer you this position, when would you prefer to move and start working in Göteborg?
- Do you have any connections or friends in Sweden/Göteborg?
- In what time period do you think that you would be able to communicate in Swedish with colleagues, with students?
- Are you involved in other recruitments that we should be aware of? If so, which one are you the most interested in?

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Lecture feed-back sheet

Use the scale 5 (agree entirely) to 1 (disagree entirely) to indicate your response.

Candidate: _____

- was well prepared-----5 4 3 2 1
- relevance of the content of the lecture-----5 4 3 2 1
- gained interest and attention----- 5 4 3 2 1
- explained concepts clearly and simply----- 5 4 3 2 1
- used interesting and relevant examples----- 5 4 3 2 1
- was visible and audible----- 5 4 3 2 1
- used visual aids well----- 5 4 3 2 1
- managed time well----- 5 4 3 2 1
- contact with the audience-----5 4 3 2 1

The best things about the lecture were: _____

The lecture could have been improved by: _____

Other: _____