



Job Profile Interview Protocol

Introduction Suggestions

- Introduce self.
- Explain why you are conducting the interview and how the information will be used.
- Give an approximate length of time for the interview.
- Give an overview of what will occur in the interview.
- Tell the interviewee that you would like to take notes. Ask if it is permissible for you to take notes, but be firm about needing to take notes. (During the interview, if the interviewee goes too quickly, ask the interviewee to pause so that you can record the information accurately.)
- Make sure that the two of you, especially the interviewee, are physically comfortable (e.g., temperature, chair, table, etc.).
- Try to establish some rapport with brief, non-controversial conversations about areas not directly related to the position under discussion. (For example: How long have you worked for the State? For what departments have you worked?)

Interview Suggestions

Ask: What are the primary tasks that a person in this position performs?

A. The interviewee may rapidly give you several tasks being performed without giving many details about those tasks. Patiently record the tasks and come back to the first task mentioned.

1. Referring to the first task, restate it to the interviewee to make sure that you understood what was said. If necessary, ask the interviewee to give you more specifics on the task to further clarify.
2. Knowledge: Once the task is understood, ask the interviewee what knowledge is necessary for the person to perform the task. Use appropriate probing questions to gather information. Ask what other knowledge is necessary and continue in this manner until you feel confident that you obtained all knowledge related to this task.
3. Skills: Ask the interviewee what skill is necessary for the person to perform the task. Use appropriate probing questions to gather information. Ask what other skills are necessary and continue in this manner until you feel confident that you obtained all the skills related to this task.
4. Behaviors: The interviewee may already have given you information about behaviors; however, if you did not get specific job-related behaviors from the earlier questions, ask the interviewee what behaviors does the person exhibit when performing this task.

5. Experiences: You may not have to ask about experiences that relate to this task, but if necessary follow the protocol in 4 above.
6. If you are satisfied with the responses to the first task, proceed to the second task and follow A1-5 above.
7. Continue with this protocol until all tasks have been covered. In this way you will obtain all relevant tasks and all the knowledge, skills, behaviors, and experiences related to the job.

B. The interviewee may give you one or two tasks. In this case take the first task and follow A1-6. Take care to notice if other tasks are mentioned in the explanation of the first task. If other tasks are mentioned, pursue A1-6 on those tasks. If other tasks are not mentioned, ask what other tasks are involved with a person performing in this position. When new tasks are mentioned, record them and follow A1-6.

C. Probes

1. If a person has trouble visualizing what job-related tasks a person might perform in the position, ask the interviewee to picture a person performing in this position. Then, ask the interviewee one or more of the following: What is the person doing? What tasks do you see the person performing? What behaviors is the person performing?
2. If the interviewee becomes too specific or focuses on micro (minutia) of performance (e.g., stands up, turns on the light, opens the door, etc.), ask the interviewee to focus on the tasks related directly to the job.
3. If the interviewee becomes too general or focuses on the macro of performance (e.g., handles problems, deals with employees, etc.), ask the interviewee to clarify or give examples of what the interviewee means.
4. If the interviewee has trouble generating knowledge related to the task, ask them what material the person performing the job needs to read (e.g., rules/regs, laws/statutes, journals, etc.)

D. If the interviewee gives you tasks UNIQUE to the position (e.g., accounting, budgeting, etc.), be sure to ask about tasks not unique to the position (e.g., supervisory/managerial, report writing, communicating, etc.) and the knowledge, skills, behaviors, and experiences necessary to perform those tasks.

E. If the interviewee gives you tasks NOT UNIQUE to the position (e.g., supervisory/managerial, report writing, communicating, etc.), be sure to ask about tasks unique to the position (e.g., accounting, budgeting, etc.) and the knowledge, skills, behaviors, and experiences necessary to perform those tasks.

F. Ask if this position has supervisory responsibilities. If it does, ask questions related to the tasks of supervision. Find out how many people report to this position and at what level in the organization the position resides.

G. Before conducting the interview, read the PDQ job descriptions for clues on what tasks the position performs. This, in turn, will help with what probing questions to ask.

H. Personality factors: Show the interviewee the sheet with the personality factors and definitions. Read the definitions and clarify what is meant. Ask if the interviewee understands what each factor means. When the interviewee understands, ask the interviewee to assess each factor on its own merit by using the scale provided. The interviewee should not rate the importance of a factor relative to or in comparison with the other factors. Make clear that the interviewee is not to rate the incumbent currently holding the position; rather, the interviewee should assess the factors on the requirements of the job, not the person currently in the job.

I. When finished, ask if the interviewee has any questions and thank the person for their time and efforts.