1. **What sort of behaviour questions would you ask?**

Do you prefer working solo or in a group?

The purpose of this question is to determine comfort level with group work. If the interviewer is trying to fill a position that requires problem solving with multiple people, then it is important to ask this type of question. There is a risk that the candidate might prefer to work alone but can still effectively work as a team member. Therefore, follow up questions should serve to alleviate the ambiguity.

If the candidate said they prefer to work alone, ask for the candidate to give an example of a group project. How did they handle work distribution? How did they interpret and utilize others' opinions. If the candidate said they prefer to work in a group, have the candidate talk about a project they worked on alone. This helps to show that, even if the candidate prefers one style of working, they are still able to perform the other.

What project are you most proud of? What did you contribute to the project?

The goal of this question is to find out what the person is most passionate about. This question will reveal what the interviewee likes to do and what kind of work they value as great work. The project a person is most proud of may not be the best project they have done or contributed to, but it will most likely be the project that exciting them most. Understanding what a person is passionate about is key to figuring out if they will be a good fit on your team.

**What are the reasons for asking these questions? What do you hope to learn about the candidate?**

The goal of a behavioral interview is to determine whether the candidate will succeed in the company environment. This includes a number of factors. Will the candidate enjoy the company culture? Will the candidate be able to work collaboratively on a given team? It is not completely possible (at least in a technical sense) to determine if the candidate can physically do the job without a technical interview. Therefore, it is more about figuring out likeness of fit for the candidate.

2. **What sort of technical questions would you ask?**

The question should be dependent on the position. For example, If you are interviewing for a database admin position, you could ask “If I wanted to get the number of bank accounts that have spent more than $30,000 in the last month, how would I do it?” This would require knowledge of SQL, math operations within queries, and thinking about indexes for those tables. This sort of operation would come up on the job, so you need to see if they have the required mindset. Knowledge of databases will affect how they think about solving the problem, and it is up to the interviewer to see the knowledge in that process.

If you were interviewing a person for a UX position, you could ask them to do something like “Design a kitchen for my grandma.” This will give you an understanding of how well the interviewee can design with an end user in mind. Also it will give you insight on how the person
goes about solving problems that the user may face. For example, elderly typically cannot move well due to things like having bad knees. So if the interviewee brings up that issue and offers design solutions you will have an understanding of how the interviewee goes about solving problems.

**What are the reasons for asking these questions? What do you hope to learn about the candidate?**

The goal of the technical interview is to determine whether the candidate can do the given job. This is difficult because it is more likely, due to the large scope of software development, that a candidate will not be familiar with the tools needed to work effectively in a given area. Therefore, the purpose of technical questions is about determining how the person thinks. You want to find out if the person has the capacity to learn the skills necessary for the job.

3. **In what sort of environment would this interview take place?**
Would you use a whiteboard? Online text editor? Take home assignments?

If the interview is a behavioral interview, then it should take place in person. You need to gain an understanding of the individual, and they need to gain an understanding of you. The behavioral process is all about determining fit of a candidate. In order to do that, you need to learn their personality.

For technical problems, there are two important scenarios to cover. The first situation is a simulation of the typical workday. The best way to see whether or not a candidate will be effective day to day is to give them a project to complete without supervision. They are allowed to use any and all resources that are available to them. The work sample should be similar to something they would encounter on the job. Based on the work they complete on the project, it can be seen whether they will be effective on the team. One of the biggest problems companies make when doing technical interviews is that they make the candidate extremely nervous. Being in this state only serves to hinder the work of the candidate. This is not an effective representation of their work. Therefore, the work should match that which they will encounter.

4. **How would you evaluate the candidate?**
What sort of characteristics are you looking for? How much does cultural fit play into your decision making?

When looking at a candidate there are a number of characteristics that can make the job environment a better place. The first thing to look for would be effective communication skills. This analysis would take place during the behavioral and technical interview. During the behavioral, you would look for the ability to articulate past projects and what kinds of challenges that project presented. During the technical, having the candidate work through a problem and explain the thought process is more important than getting the question 100% right. Someone who can explain the thought process will work better on a team than someone who can’t.
Skill and adaptability are also key characteristics to look out for during the interview process. This information more often than not can come from the technical interview. As mentioned above, questions geared toward the applied for position can demonstrate a candidate’s aptitude for solving a problem on the fly as well as their knowledge of the core concepts involved in the job. Adaptability comes into play when the candidate is asked a question they have never heard before or asked a familiar question in an unfamiliar scenario.

Culture definitely would take a part in the interview process, but not in the selection of the candidate. The candidate should be made aware of the current culture of the company as well as where the company is headed as far as that culture is concerned. When the time comes to evaluate the candidate the current culture of the company should not be a deciding factor. What if the culture changes; what if the candidate changes, what if the candidate is extremely open to a new environment or culture? As the interviewer, the goal is to get someone fit for the job and once that happens let the candidate choose if the culture is the right fit for them. This is a situation where flying the candidate out and having them interact with the company can be an indispensable informal “interview”.