**An Employment Interview for Review and Analysis**

Situation: The applicant below applied for a production supervisor position at Google. They were not given a follow-up interview or any offer. They have contacted you as a career coach for advice and feedback on their interview. The transcript is posted below.

Task: Write the applicant a 1-page letter giving them the feedback needed to be successful in future opportunities. Think about both positive and negative feedback. Think about how the applicant will “hear” and receive the feedback and how you might motivate them to be more successful and possibly recommend your services in the future.

Some areas that you may want to consider in formulating your letter may include addressing the following: How active and effective is the applicant during the opening? What image does the applicant present during the interview? How appropriate, thorough, to the point, and persuasive are the applicant’s answers? Has the applicant done adequate homework? How persuasively does the applicant demonstrate an interest in and fit for the position as a production supervisor for Google? Does the applicant seem knowledgeable and competent? How active and effective is the applicant during the closing?

1. **Recruiter:** Good afternoon, Carolyn. (shaking hands) Please be seated.
2. **Applicant:** Thanks.
3. **Recruiter:** I hope you have had a chance to meet some of our people here at the computer science job fair.
4. **Applicant:** Yes, I have.
5. **Recruiter:** Good. And you’ve had an opportunity to look through some of our materials?
6. **Applicant:** Yes.
7. **Recruiter:** Good. I want to talk to you for about 20 to 25 minutes. Let me begin by asking why you chose computer science at Texas Tech.
8. **Applicant:** I’ve always been a Tech fan, and I wanted to go to a large university close to home.
9. **Recruiter:** And why computer technology?
10. **Applicant:** Well, during my first year, I realized that I was both hands-on and theory-oriented. The computer technology program is very hands-on. After taking some CS classes and talking to the students and faculty, I decided to switch majors.
11. **Recruiter:** Describe what you would consider to be an ideal position for you.
12. **Applicant:** I guess it would be like my internship with Microsoft. It would give me an opportunity to work on interesting projects, so some troubleshooting, and stuff like that.
13. **Recruiter:** What do you include in “stuff like that”?
14. **Applicant:** Well, you know, interesting stuff like handheld computers and working on problems with new software.
15. **Recruiter:** Tell me about the most difficult situation you have ever faced.
16. **Applicant:** It was when my father had a heart attack during my second year.
17. **Recruiter:** How did you handle it?
18. **Applicant:** I leaned sort of on my mom and my older sisters.
19. **Recruiter:** How did you lean on them?
20. **Applicant:** I talked to them a lot, hung out with them more often, and asked for help.
21. **Recruiter:** How did you help them deal with your father’s health?
22. **Applicant:** Well, like I said, I talked it out with them and we formed a bond that we had not had before. I guess we acted sort of as a team and helped each other.
23. **Recruiter:** I see.
24. **Applicant:** Dad got better and we have been closer than ever.
25. **Recruiter:** How about geographical location?
26. **Applicant:** I like to travel and find people very friendly everywhere. Know what I mean?
27. **Recruiter:** Are you saying that you have no geographical preferences?
28. **Applicant:** Pretty much. I guess I would prefer a warm climate.
29. **Recruiter:** What experience have you had working with teams?
30. **Applicant:** Quite a bit actually.
31. **Recruiter:** Tell me about some of these experiences.
32. **Applicant:** I was involved in teams and group work in most of my CT classes. And I worked with teams quite often during my internship.
33. **Recruiter:** How often was that?
34. **Applicant:** Oh, I’d say a couple of times a week; sometimes more often than that.
35. **Recruiter:** Tell me about a difficult team project.
36. **Applicant:** Well, that was in a design class, and the group was not getting the job done. I had to step in and take charge by calling meetings, assigning specific tasks, and things like that.
37. **Recruiter:** And then?
38. **Applicant:** I managed to meet the deadline and get an A- on the project.
39. **Recruiter:** So this ended up being your project rather than a team project.
40. **Applicant:** Oh no. I kind of served as a leader and instigator, but we all did our parts.
41. **Recruiter:** Why would you like to work for Google?
42. **Applicant:** Well, everything I have read indicates that you are one of the fastest growing computer software companies, and I’m really interested in developing software for aircraft and national security.
43. **Recruiter:** Anything else?
44. **Applicant:** Yes. You’re located in California near some great companies.
45. **Recruiter:** That’s true. Why should we hire you for this position?
46. **Applicant:** Well, I have received an excellent education at Tech, and I think my experiences have prepared me for this job.
47. **Recruiter:** What do you know about Google?
48. **Applicant:** Not much. It is one of the most prestigious and fast growing tech firms.
49. **Recruiter:** We have nearly 1,500 employees in the division that you applied for. There will be a great deal of travel in the position you applied for and we will have you oversee a team of 4-5. What questions do you have?
50. **Applicant:** What is the salary range for this position?
51. **Recruiter:** It would depend upon the location, but we are very competitive with the industry.
52. **Applicant:** Tell me a little bit about the stock-sharing plan mentioned in one or your brochures.
53. **Recruiter:** After you’ve been with us for six months, you are eligible to purchase stock in the company. We believe this is a good way for all of us to have a stake in what we do.
54. **Applicant:** Would I have to relocate often?
55. **Recruiter:** Not often.
56. **Applicant:** Tell me about the culture of Google. Do you have a diverse research staff?
57. **Recruiter:** Yes we do. In fact, our research staff includes people from 12 different countries. Any other questions?
58. **Applicant:** Not right now.
59. **Recruiter:** Good. We hope to make a decision in about two or three weeks. It’s been good talking with you and getting acquainted.
60. **Applicant:** Thanks for the interview.
61. **Recruiter:** You’re welcome. We’ll be in touch.