

# **Project Manager**

## **Information Guide**

### **What to Expect on the Panel Structured Interview**

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**Jefferson County Commission  
Human Resources Department  
Employee Selection Division**



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## I. INTRODUCTION

The purpose of this information guide is to help explain what to expect on the upcoming panel structured interview for the Jefferson County Project Manager position. It will also give you information on how to prepare for the interview. This booklet contains information about the interview process, including:

- Introduction
- Interview Description and an Example Question
- Content Measured by the Structured Interview
- Preparing for the Interview
- Additional Information for Taking the Interview
- Contact Information

You were determined to be minimally qualified for this job by the Personnel Board of Jefferson County, and your name was placed on a list and shared with us here in the Human Resources Department of Jefferson County Commission. This step in the process was considered the primary selection process.

Now you will be participating in the secondary selection process which is a live structured interview conducted by a panel of two to three individuals. You must complete the structured interview in order to be considered for this position. Please remember that the material in this booklet is designed to help prepare. You will not need the material in this booklet at the time you actually take the interview.

**Therefore, you will not be allowed to carry this booklet into the interview session.**

## II. INTERVIEW DESCRIPTION

The upcoming interview for Project Manager consists of a panel structured interview. There will be approximately 6 scenarios and associated focusing questions on the interview. The scenarios will be about issues, situations, responsibilities, activities, incidents, etc., which a new Project Manager may have to address. The interview questions will be read to you by the interviewers. You will respond orally to each interview question.

On the day of the interview, you will be provided with a interview guide that contains some or all of the actual interview questions you will respond to during the interview. You can take time to gather your thoughts before answering the questions, as this will not affect your score.

While you are reviewing the interview questions, you may make notes for your use during the interview.

**Raters will only be evaluating you on what you say during the actual interview session.** They will not evaluate what you have written down in your notes. Only your verbal responses will be scored.

When it is time for your interview to start, you will be escorted to an interview room. You will be the only candidate in the interview room, along with a panel of interviewers. When the interview starts, you will see information in your guide and hear the same information read by a narrator.

The narrator will present each scenario, or question, verbally. To complete the interview, you must verbally respond to each scenario. You may use your notes when providing your response; however, your notes will not be evaluated. Only your verbal response will be assessed.

Remember, there will be approximately 6 interview questions. Each interview question will be read aloud prior to your response time beginning. Keep in mind the following things when responding:

- More detail is better than less detail. That is, more details which show one's knowledge, skills and abilities relevant to the question may improve a candidate's evaluation
- The evaluators will not "read in" to what you say

- Your responses will be evaluated against a defined set of performance standards
- You should answer all focusing questions related to each scenario
- Be sure to talk about what you would do and why

### **Sample Question**

The following question is presented as an example of the form or type of scenarios with which you will be presented. Please note that the content, or subject matter, of the actual interview scenarios will vary and may or may not be similar to that of the questions presented below. The scenarios to which you will respond during the interview will be related to the job for which you are applying.

#### *Example*

The department that you work in recently purchased some new equipment. Today, you are able to use the new equipment for the first time. You have been told that the new equipment is similar to what you have had previously. While you are using the new equipment, it stops working and shows an error message that you have never seen before.

#### **Focusing Question(s)**

What are the next steps that you would take to determine the meaning of the error message and continue with your work?

### **III. CONTENT MEASURED BY THE INTERVIEW**

An analysis of Project Manager job was conducted prior to developing the structured interview. Employees who work in this position, and their supervisors, participated in this process. When the job analysis study was completed, the results showed that a new employee in the Project Manager position may perform several of the duties listed below, including:

- Closes the project upon completion by reviewing the completed project and documentation, closing contracts, and conducting a post-project review to ensure compliance and accountability with contract stipulations and project objectives.
- Coordinates project resources with the team members and contacts by collaborating with team members, engaging stakeholders, and developing meeting agendas to ensure completion within scope, schedule, and budget constraints.
- Manages project contracts and disbursements with vendors and subcontractors by assisting in preparing contracts, monitoring performance, and overseeing contractual execution according to contractual stipulations and federal regulatory guidelines to deliver funds for the project.
- Monitors the project from beginning to completion by assessing completed work, deadlines, and resources, tracking project milestones, and managing the budget to ensure that all aspects of the project are completed in accordance with established objectives.
- Engages in activities designed to ensure professional development, awareness of developments in the field, and knowledge of relevant practices, rules, laws, policies, and/or guidelines.
- Plans projects by reviewing historical data, defining scope, and developing plans to manage projects in accordance with established deadlines and objectives.

The study of the job also showed that a number of knowledge, skills, and abilities were very important and needed from the moment a person becomes a Project Manager (that is, before receiving any training for Project Manager job.). These knowledge, skills, and abilities include:

- Knowledge of appropriate citizen interactions when dealing with the public.
- Knowledge of basic building maintenance concepts and principles including general carpentry, plumbing, electrical and cleaning processes.
- Knowledge of basic plumbing concepts.
- Knowledge of budgetary principles and procedures, and encumbrances/expenditures such as revenues, expenditures, and appropriations involved in establishing and maintaining budgets.
- Knowledge of building construction, codes (e.g., fire codes, life safety codes, mechanical codes), and building systems (e.g. HVAC).
- Knowledge of construction trade terminology (electrical, HVAC, plumbing, carpentry).
- Knowledge of current issues and on-going changes within the industry that one works.
- Knowledge of formal procedures for project management and reporting tools.
- Knowledge of fundamental mechanical principles as they apply to heating, cooling, ventilating, and exhaust systems.
- Knowledge of gas, plumbing and mechanical codes and associated rules, regulations, and standards as they apply to commercial and industrial establishments.
- Knowledge of legal requirements for record retention, such as freedom of information requests, community right-to-know laws and operational procedures of the organization.
- Knowledge of local sources of funding and how funds can be spent.
- Knowledge of principles, practices, and procedures of plumbing and/or piping.
- Knowledge of project management methodologies that contribute to effective understanding of the scope and requirements of projects and clear process for implementation.
- Knowledge of safety procedures and protocols for working around electricity (e.g., exposed live wires, downed power lines).
- Knowledge of salvage and overhaul to include protection of property, ventilation techniques, water removal techniques, and overhaul procedures.
- Knowledge of techniques and procedures for proper ventilation of buildings/structures.
- Knowledge of techniques involved in gathering, compiling, reporting information about programs, projects, policies and outcomes.
- Knowledge of the methods and practices involved in installing, repairing, and maintaining a variety of gas, mechanical, and plumbing systems and equipment.
- Knowledge of the methods, techniques and practices of the operation, repair and maintenance of building systems (i.e., HVAC, electrical, plumbing, and fire detection and suppression) within commercial buildings.
- Knowledge of the project management principles involved in the systematic and structured approach to planning, organizing, and overseeing the successful execution of projects from initiation to completion.
- Knowledge of the tools, equipment, materials, and practices of the construction and heating and air conditioning trades.
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- Knowledge of traditional financial statements, such as balance sheets, statement of revenues, statement of cash flows, etc.
- Skill in conducting oneself in a calm and professional manner in stressful situations.
- Skill in maintaining a positive working relationship through comfortable and appropriate interpersonal interaction.
- Skill in maintaining records.
- Skill in managing one's own time and the time of others.
- Skill in operating a motor vehicle.
- Skill in organizing information, materials, and/or documentation in a systematic and logical manner.
- Skill in selecting the most appropriate course of action in situations where information is unclear or unavailable and making high quality and effective decisions.
- Skill in typing text and entering data and/or information quickly and accurately using appropriate equipment (e.g., computer, calculator).
- Skill in using basic mathematics (e.g., addition, subtraction, multiplication, division) to solve problems.
- Skill in using Canva graphic design platform.
- Skill in using computer-aided design software (e.g., AutoCAD, Carlson).
- Skill in using Microsoft Access.
- Skill in using Microsoft Excel or similar spreadsheet software.
- Skill in using Microsoft Outlook or other similar email software.
- Skill in using Microsoft Powerpoint.
- Skill in using Microsoft Word or similar word processing software.
- Skill in using virtual meeting platforms (e.g., Zoom, GoTo Meetings, Microsoft Teams).
- Skill in verbally delivering information in a clear and concise manner to an audience.
- Skill in working through differences in goals or interests with an individual/group.
- Ability to adjust to changing work demands, procedures, technology, and/or priorities.
- Ability to analyze a problem from different perspectives and generate potential solutions that are practical and effective.
- Ability to analyze information and draw valid conclusions.
- Ability to assess the importance of, and consequences associated with, tasks in order to set priorities in light of competing demands.
- Ability to attend to information presented verbally and actively ask questions to fill identified areas of missing or unclear information.
- Ability to balance interests of clients and the department/organization and respond to pressing and changing client demands.
- Ability to commit, entrust, or transfer tasks or responsibilities to another.
- Ability to communicate information and ideas in writing to a variety of audiences in a clear, concise, and organized manner, free from spelling, grammar, and punctuation errors.
- Ability to conduct research using various sources of information (e.g., databases, internet, books) in order to identify and compile needed information.
- Ability to create an environment that welcomes, values, and includes perspectives from different backgrounds and/or cultures.
- Ability to determine the kind of tools and equipment needed to do a job.
- Ability to develop networks and builds alliances, engage in cross-functional activities, and collaborate across boundaries.

- Ability to establish and apply effective controls to hold self and others accountable for responsibilities.
- Ability to evaluate a problem or issue from multiple perspectives in order to identify root cause(s) and generate effective solutions.
- Ability to facilitate group discussion to elicit information relevant to the topic at hand.
- Ability to follow safety procedures and practices in a variety of novel and everyday work tasks/situations.
- Ability to identify appropriate materials and sources of needed information, to includes referencing, cross referencing, and evaluating the pertinence of information.
- Ability to identify means of compromise while adhering to rules and policies in order to resolve conflicts.
- Ability to identify new processes or improvements to existing processes that allow work to be performed more efficiently or effectively.
- Ability to listen to and understand information and ideas presented through spoken words and sentences.
- Ability to make accurate judgments about how long (in time) a particular task, or group of tasks, will take to complete.
- Ability to manage and resolve conflicts with coworkers and/or customers.
- Ability to manage one's time in order to accomplish objectives within given timeframes.
- Ability to mentally store and retrieve work-related information for use at a later time.
- Ability to motivate and encourage others to a course of action or goal.
- Ability to obtain and allocate the appropriate equipment, facilities, and materials to complete work.
- Ability to orally communicate information and ideas so others will understand.
- Ability to pay close attention to detail in order to ensure the completeness and accuracy of work.
- Ability to perform basic mathematical operations (e.g., add, subtract, multiply, and divide).
- Ability to perform work in a manner that is careful, attentive and vigilant.
- Ability to persist at a task or problem despite interruptions, obstacles, or setbacks.
- Ability to plan activities to achieve short or long term goals designed to achieve overall mission.
- Ability to project, allocate, and maintain financial resources needed for the accomplishment of work goals.
- Ability to question and elicit information from individuals.
- Ability to read and understand information and ideas presented in writing.
- Ability to read and understand information presented in diagrams, blueprints, maps, specifications, or other pictorial displays.
- Ability to review work and evaluate it against established standards, procedures, laws, or codes to determine any discrepancies between how the work was performed and how it should be performed.
- Ability to review written material and identify errors with regard to spelling, grammar, punctuation, and formatting.
- Ability to schedule activities, meetings, resources, or other work-related matters.
- Ability to speak clearly so others can understand you.
- Ability to stay abreast of developments in the field/industry.
- Ability to understand data and/or information contained in tables, charts and graphs.

- Ability to understand the implications of new information for both current and future problem-solving and decision-making.
- Ability to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.
- Ability to work collaboratively with a group or team in an effort to achieve a common goal.
- Ability to work in an environment that requires strict adherence to instructions, standards, and/or procedures.
- Ability to work productively and effectively under conditions of high stress, such as tight deadlines, heavy workloads, or emergency situations.
- Ability to work without close supervision or significant amounts of direction/guidance.

The panel structured interview will give you an opportunity to demonstrate many of the areas of knowledge, skills, and abilities you have just read.

As discussed, the upcoming interview for Project Manager is a panel structured interview involving reading and listening to questions, taking notes to prepare, and providing verbal responses. If you require special interviewing accommodation to participate in this interview, you should notify Jefferson County Human Resources immediately using the contact information at the end of this guide.

In the remainder of this "What to Expect" Booklet, you will read about ways to prepare to take the interview, what to bring to the interview, and whom to contact if you have a question.

#### **IV. PREPARING FOR THE INTERVIEW**

##### **A. General information on "What to do before the interview":**

Here are some suggestions for what to do before the interview. This includes getting to the interviewing place on time and with the proper things that you will need to take the interview.

- 1) Be well rested. Get a good night's sleep for several nights in a row before the interview.
- 2) Allow plenty of time to get to the interview. If you are rushed and late, you will be upset when you get there. Plan to arrive at least 15-20 minutes before earlier than the scheduled time for check-in. Due to the nature of the interview and the number of candidates that must be processed, NO exceptions will be made to accommodate individuals arriving more than 15 minutes after their scheduled check-in time.
- 3) Come in to the interview dressed comfortably. You will be there for up to two hours.
- 4) Do NOT bring any electronic communication devices (e.g., cell phones, laptops, tablets, smart watches, etc.) with you to the interview. If you bring a cell phone or any other electronic communication device, you will be asked to return it to your car. Jefferson County will not confiscate them or "hold" them for you during the interview. You must comply with this rule in order to be admitted and you will still be subject to the check-in deadline. Using any communication device after you have checked into the interview site will be considered a violation of interview security and you will be disqualified. ALL electronic communication devices are prohibited from the interviewing facility (e.g., cell phones, tablets, smart watches, cameras, etc.).
  - a) If any device is seen, heard, or used during the interview process it will be considered a violation of interview security and you will be disqualified and dismissed from the interview process.
  - b) You are allowed to bring reading materials, such as magazines or books not related to the position or interview.
- 5) Do not bring any of your study or reference materials to the interview. This includes any notes, manuals, source documents, reference materials, or study materials that you have used or created to prepare for the interview.



- 6) Do not bring this booklet to the interview location. You will not be permitted to bring it in. All the materials you need for the interview will be given to you at the interview.
- 7) You should read this booklet to get comfortable with the interview process.
- 8) You should read this booklet to understand which job duties, knowledge, and abilities are important for Project Manager job.
- 9) You should bring the confirmation email that you have received from Jefferson County to the interviewing location. The confirmation email lists the name of the interview (i.e., Principal Court Clerk), the place you should go to in order to take the interview, and the time, day, and date of the interview.
- 10) You must bring valid PHOTO IDENTIFICATION (i.e., Valid Driver's License, Valid Nondriver ID, Valid Photo Voter ID Card, Valid State Issued ID [Alabama or any other state], Valid Federal issued ID, Valid US passport, Valid Employee ID from Federal Government, State, County, Municipality, Board or other entity of the state, Valid student or employee ID issued by a state or private institution of higher learning [including postgraduate technical or professional schools], Valid Military ID, or Valid Tribal ID). You will not be allowed to enter the interview location nor take the interview without your photo identification.

**B. General information on "What to do during the interview":**

- 1) Some people are nervous when they take interviews. Up to a point, there is nothing wrong with that. Whenever you are going to do something important, it is good to feel a bit nervous. It is nature's way of getting you warmed up and ready, like an actress or actor about to go out on stage for a performance.
- 2) However, it is not good to be so nervous that all you can think about is how nervous you are. You need to keep your mind on the interview questions, and not on your feelings. To improve your ability to do that, you will find useful ideas in this booklet on how to prepare for the interview and what to expect. **The more prepared you are, the more comfortable and less nervous you will feel during the interview.**
- 3) Several things that you can do that will make you feel more comfortable taking the structured interview including: following the guidelines presented in this booklet on what to expect on the interview and how to prepare for the interview; becoming familiar with what the structured interview process will be like (including reading the sample question); and, understanding the interview instructions.
- 4) You must not leave the room in which you are taking the interview unless you are told that you may do so. Once the interview begins, you must remain in your room. There will be Interview Monitors nearby at all times. They will be available to assist you if you have any problems.
- 5) You will be given the opportunity to use the restroom, stand, and stretch throughout the time you are at the interviewing location. You should use these opportunities as necessary. Once the interview begins, you will not be able to stop the process to use the rest room.
- 6) You are not to open any interview material or instructions or begin working on the interview until you are instructed to do so.
- 7) Candidates making any disturbances or caught cheating will be disqualified from the interview.
- 8) There will be an audio recorder in the room in which you take the interview. The audio recorder will be used to record your spoken responses to the interview.
- 9) You should speak in a normal speaking voice when you are required to give spoken responses to questions. It is not necessary to shout, but do not talk in a whisper either. Simply speak in a normal voice.
- 10) On the day of the interview, you will be provided with an interview guide to help you prepare to respond to the structured interview questions.

## **V. ADDITIONAL INFORMATION FOR TAKING THIS INTERVIEW**

The following information will help you prepare to take the structured interview.

### **A. What To Bring To the Interview**

Please remember to bring to the interview the confirmation email that you received from Jefferson County.

You must bring a PHOTO IDENTIFICATION to the interview location. This might be a valid driver's license, a military identification card, a passport, etc. You only need to have one form of photo identification. You will **not be allowed** to enter the interview location or take the interview without your photo identification.

You should plan on bringing your own beverages and food to snack on during the day. You will be onsite for up to two hours. Once on the interview site, you will NOT be permitted to leave to get food or drinks. You should also bring something to read such as a book or magazine. The reading material should be for pleasure only. You **may not** bring outside interview-related materials into the interview. All written materials needed for taking the interview will be provided. You do not need to bring writing utensils with you to the interview—they will be provided to you.

### **B. What Not To Bring To the Interview**

Do **NOT** bring this Booklet to the interview location. You will not be permitted to bring it in the interviewing room.

Do **NOT** bring any of your study materials to the interview. This includes notes, manuals, and other study materials.

Do **NOT** bring any electronic communication devices (e.g., cell phones, laptops, tablets, smart watches, cameras, etc.) with you to the interview.

### **C. Effective Note Taking**

The structured interview asks about issues, situations, responsibilities, activities, incidents, etc. which a newly hired Project Manager may have to address. You will have a chance to think about your answers for the interview, and you should take notes to help guide your responses. Good notes contain the essential or important details. The notes do not need to be written in complete sentences. You are the only one who needs to be able to read and understand your notes. Your notes will not be graded. Your notes will be collected at the end of the interview.

#### **Why Take Notes?**

There are several good reasons to take notes during the preparation phase of the interview process.

- In order to take notes, you are forced to carefully consider the information being given.
- Taking notes can help you remember. Notes you take in your own words are easier to understand and remember.
- Writing down notes may actually make the information clearer to you.
- The notes will help you respond to the interview scenarios and focusing questions.
- Having notes can help you feel less anxious or nervous while taking the interview.

## **VI. INTERVIEW CONTACT INFORMATION**

### General Questions about the Interview

If you have questions about the interview administration, you may contact the Employee Selection Division at (205) 325-5249 or [careers@jccal.org](mailto:careers@jccal.org). Jefferson County employees are not allowed to divulge, and do not have access to, specific information about the content of the interview.

Reasonable Accommodation

If you would like to request special interviewing accommodation or have any questions concerning the interview site or interviewing conditions, please contact Ian Peters at [petersi@jccal.org](mailto:petersi@jccal.org).