# Interview Q&A – Jessica Graf (Full Recruiter Set)

## Q: Can you walk me through your process for designing a SharePoint intranet homepage from scratch?

A:  
At Hanger, intranet usage was low because navigation was confusing and content was outdated. My goal was to improve adoption and make it a true hub for daily work. I began by meeting with department leads to identify what content mattered most to their teams. Using that input, I standardized the design with branded templates and consistent navigation, and I introduced role-based personalization so employees only saw content relevant to their role or location.  
  
To show quick wins, I replaced messy email chains with automated workflows directly accessible from the homepage. I also built Power BI dashboards to track metrics like page visits, workflow usage, and content updates, and I presented those dashboards to leadership so they could see adoption improving in real time. To sustain the change, I ran short training sessions and stood up a champion network so content owners stayed engaged.  
  
The impact was clear — duplicate content and support tickets dropped significantly, and SharePoint/Teams adoption reached 90% within the first year.

## Q: How did you use the Microsoft Graph API, and how did you set it up?

A:  
At MERP, we had a constant challenge with permissions and provisioning in SharePoint Online. Manually managing them was slow and inconsistent. I used the Microsoft Graph API to automate this process. First, I registered an app in Azure AD and configured it with the correct API permissions — Sites.ReadWrite.All and User.Read.All. I then generated a client secret, stored it securely, and used it for authentication with MSAL libraries.  
  
From there, I built PowerShell scripts that called the Graph endpoints to create sites, assign permissions, and manage groups dynamically. For example, when HR onboarded a new employee, Graph automatically added them to the right M365 groups and applied the right site permissions. I also integrated audit logging so every change was tracked in compliance reports.  
  
The result was a reduction in provisioning errors, faster onboarding, and a 30% improvement in IT ticket resolution times for access-related issues.

## Q: Tell me about a time you reduced IT ticket volume through automation.

A:  
At Hanger, IT was overwhelmed with access requests — every week we had dozens of tickets just to grant or adjust SharePoint permissions. I addressed this by leveraging SharePoint’s security model and Active Directory integration. I designed role-based permission groups so employees were automatically granted the right level of access when they joined a department or project.  
  
For exceptions, I built a self-service request form in SharePoint integrated with Power Automate. Requests were logged, routed to site owners for approval, and then applied automatically using PowerShell and Graph API. Every change was captured in an audit log, which satisfied compliance requirements.  
  
This solution cut ticket volume by nearly a third, reduced turnaround time from days to hours, and freed IT staff to focus on higher-value projects. Leadership saw it as a strong example of balancing governance with user enablement.

## Q: Describe how you approached governance and sprawl in SharePoint/Teams.

A:  
At the California Department of Public Health, staff were frustrated by hundreds of outdated SharePoint and Teams sites cluttering navigation and slowing adoption. My task was to streamline the environment. I conducted a full inventory, using activity logs to identify sites with no activity in 12+ months or no owner assigned. I partnered with departments to archive, merge, or reassign ownership for those sites.  
  
I restructured hub navigation to highlight active and authoritative content, and I implemented lightweight provisioning and ownership policies to prevent sprawl going forward. I also built reporting dashboards in Power BI so leadership could see progress and hold site owners accountable.  
  
The results were measurable: duplicate sites were eliminated, search success improved by 40%, and user adoption of the streamlined intranet increased significantly.

## Q: Can you give an example of how you improved adoption of collaboration tools?

A:  
At Hanger, Teams and SharePoint adoption was lagging — staff still relied heavily on email and file shares. I designed an adoption program that combined governance, quick wins, and leadership engagement. I launched branded templates and automated workflows that solved real problems, like replacing email-based approvals.  
  
I tracked usage through Power BI dashboards and presented results to leadership, reinforcing executive sponsorship. To embed the change, I built a champion network across departments and ran focused training sessions tailored to user roles.  
  
The impact was clear: duplicate content and support tickets dropped, and Teams/SharePoint usage reached 90% adoption within the first year.

## Q: Can you share a time you handled resistance to change?

A:  
At Carollo Engineers, when I introduced Power Apps for travel approvals, some managers resisted moving away from email and paper forms. I addressed this by first meeting with them to understand their pain points. I then built a quick proof of concept that mirrored their existing process but added automation and transparency.  
  
I demonstrated how the app cut approval time in half and provided dashboards so managers had real-time visibility. Once they saw the efficiency gains, they became advocates and helped promote adoption across the organization.  
  
The end result was a 50% reduction in approval cycles and stronger executive confidence in expanding low-code tools.

## Q: Tell me about a large migration you led and how you ensured success.

A:  
At Carollo Engineers, I led a migration of 1,500+ employees from on-premises SharePoint to Microsoft 365 during the pandemic. The challenge was to minimize disruption while remote work was critical. I built a phased migration plan, prioritized high-use sites first, and communicated timelines clearly to department heads.  
  
I used ShareGate and custom PowerShell scripts to handle bulk migrations, validated permissions with Graph API calls, and created fallback procedures in case of failure. I also set up daily status dashboards so leadership could see progress and issues in real time.  
  
The migration was completed on schedule with zero data loss, and adoption actually increased during remote work, proving the program’s value.

## Q: How have you demonstrated measurable impact to leadership in your IT projects?

A:  
At MERP, when I implemented AI-powered document intelligence for RFP processing, I knew leadership needed to see value beyond the tech. I set clear KPIs: turnaround time, error rates, and staff hours saved. We measured a 35% reduction in processing time, fewer missed deadlines, and positive feedback from the procurement team.  
  
I built a Power BI dashboard to track those metrics and presented it during leadership meetings. By framing it as time and cost savings tied to business objectives, I secured executive support for scaling the AI solution to other departments.

## Q: Can you share an example of how you balanced security and usability?

A:  
At Hanger, compliance required strict controls, but overly restrictive settings frustrated staff. For example, OneDrive sync policies were causing constant support tickets. I worked with InfoSec to design Intune and Conditional Access policies that secured sensitive data but allowed flexibility for non-sensitive workloads.  
  
I piloted the policies with a small group, gathered feedback, and adjusted settings before a full rollout. Adoption improved because staff felt heard, and security incidents decreased by 40%. Leadership saw it as proof that IT could enforce compliance while keeping the workforce productive.

## Q: How do you ensure executive stakeholders stay engaged during IT transformation?

A:  
At MERP, I learned that executives support what they can see measured. For our Microsoft 365 rollout, I set up clear KPIs around adoption, ticket reduction, and time savings. Every two weeks I presented dashboards showing progress and gaps, and I tied those metrics directly to business objectives like compliance readiness and cost avoidance. This kept executives engaged, turned them into champions for adoption, and gave me the air cover to enforce governance with departments.

## Q: Tell me about a time you had to make a tough tradeoff between speed and compliance.

A:  
At the CDC REDCap project, leadership wanted rapid deployment to meet a federal deadline, but compliance required full HIPAA/FedRAMP alignment. I proposed a phased approach: we launched a minimally viable but compliant version within the deadline, while planning a second phase to layer in advanced controls. I communicated the risk posture clearly to leadership, secured approval, and ensured both speed and compliance were respected. The system went live on time, passed audits, and leadership appreciated the balance of urgency with responsibility.

## Q: What is your approach to building and mentoring IT teams?

A:  
At Carollo Engineers, I inherited a team of 15 developers with low morale and high turnover. I started by clarifying roles, setting measurable goals, and introducing Agile practices to give them ownership of delivery. I also created growth plans and encouraged certifications. Within a year, delivery time improved 25%, rework decreased 15%, and leadership recognized the team as a reliable, innovative partner. Many of those staff went on to senior roles, which I count as a key success.

## Q: How have you used Power Platform to deliver business value?

A:  
At Hanger, manual claims processing was slow and error-prone. I built Power Automate workflows and low-code apps in Power Apps to automate intake, routing, and approvals. This cut claim cycle times by 75% and reduced errors dramatically. I also used Power BI to build dashboards so executives had real-time oversight of claims volume and turnaround. By framing the platform as both a compliance tool and a cost-saving measure, I gained executive support to expand its use across departments.