

Interview Questions

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- Hiring Manager:

- What values/skills(soft or hard)/core-competencies do you seek in a member of your team?
- How many direct reports do you have? Is this typical at this company?
- Do you expect your team to grow? If yes, do you have an estimate on how large?
- How many direct reports do you think you could manage before feeling overextended?
- How often do you meet with each direct report? For how long?
- What is your background? How did you get to the role that you're in? (linkedin)
- Do you feel like your background sufficiently prepared you to manage this team?
- What skills, tasks, attributes do you think your team could improve upon?
- What skills, tasks, attributes do you want to personally improve upon?
- What is the average tenure on your team?
- Typically how much experience does one have to be at each of the following roles: entry, senior, staff?
- Does the organization require you to do anything like pip certain % of employees per year, give below-average performance reviews, etc.?
- Are dev environments standardized/forced? E.g. Everyone has to use Win11, Ubuntu, etc.? Or can I choose my own environment?
- What % of time are your reports doing each of the following tasks: Meetings, Code Review, Documentation, Testing, Refactoring, etc.
- In-person, hybrid, or remote?
- What, if any, team-building activities have you done?

- Dev

- Do you have any input on expected timelines for deliverables? How often would you say the expected timeline is reasonable to achieve?
- Take me through the lifecycle of a bugfix/feature request. Include details on how the code review looks.
 - * How many required/optional reviewers per PR?
 - * CI/CD Pipeline?
 - * Unit tests?
 - * Code Coverage?
 - * Code Formatting?
 - * Typical time between PR open and merge?
 - *
- What is the largest bug that's been discovered while you've been at the company? What was the fallout: How did responsible party's (X) manager react? Is X still at the company? Was anyone recalled from vacation?
- Are dev environments standardized/forced? E.g. Everyone has to use Win11, Ubuntu, etc.? Or can I choose my own environment?
- Do you feel the desire to bring a work computer with you on vacation?

- How many hours per week are you in meetings? Do you think the company/team would be better served to have more or less meetings?
- Do you spend time with any coworkers outside of work? Is this a personal choice or standard for the company?
- What tools do you use?
 - * Version Control: Git, SVN, Perforce, BitBucket?
 - * Build tools: Cmake, Makefiles, IDE-Specific (e.g. ewarm/iar)?
 - * Compilers: GCC, Clang, MSVC, other?
 - * Preferred scripting languages: Python, Bash, Batch, other?
 - * Which architecture do you compile for? x86, arm, riscv?
- What % of your time is dedicated to each of the following tasks?
 - * Implementing/debugging new features/drivers
 - * Writing bugfixes
 - * Refactoring
 - * Testing existing functionality
 - * Documentation
 - * Code Review
 - * Meetings
 - * Other that you feel is non-negligible. What is it?
- HR
 - In-person, hybrid, or remote?
 - Am I able to view the benefits package before accepting any pending offer?
 - Expected start date range?
 - Am I able to talk to HR about troubles/concerns I have without things becoming public/political?
 - Does the company have plans to grow? If yes, are there any known milestones which you're able to share?
- Cross-Functional
 - How much time do you spend in meetings?
 - If you have a feature request or find a bug in the code, how do you relay that to the dev team? How long do things typically take to get fixed or implemented?
 - If you had to summarize your relationship to the development team in one word, what would that be?
- Startup-Specific
 - How does the pay structure look? Has your company ever had to delay payment? If so, for how long and was full payment received as stated in your original contract?
 - How many employees do you have? Roughly how many in each of the following areas: HW, SW, Mech, Test, Mgr, HR, Marketing, other?
 - What are your short-term and long-term major milestone goals? How likely are you to hit them as things stand currently?
 - Is the vision of the founders/execs to be acquired or to sustain a company in the long-term?
 - Full-time, part-time, or contract?
 - What differentiates your product from competitors (Etched -> Groq (LPU - Language Processing Unit))
- Big Company-Specific
 - Is it standard to use webcams during meetings? If it depends on size, below what number of attendees would it be expected?
 - Is it common to see people changing teams if, for some reason, their current team is not a good fit?

- What level does one need to be at in order to have input to project scope, timelines, etc.?
- Is your team distributed or largely in one location?
- What is one thing you think this company excels at? One thing this company could improve upon?
- How many people per year, do you think, leave your team?
- How does this team compare other teams/companies you've worked for in the past? Both professionally and personally?
- Are bugs usually assigned to the original developer or whoever has bandwidth?
- Who at the company do you wish you had more access to? How could that be improved?
- How do you show what value-add you have to the team/company? Is it based on number of bugs closed, lines contributed/deleted, major milestones achieved, etc.?
- Do you feel like your EOY review is based entirely on things within your control, or does it depend on team/product/company performance?