**ORGANISATION -WIDE and BUSINESS COMPETENCIES**

**OC1**  **Leadership & Teamwork (Guide)**

* Facilitates solutions, empowers, encourages and enables others to act. Takes a leadership role in team and partnership building.

**OC2**  **Accountability & Results Orientation (Guide)**

* Identifies desired outcomes, facilitates achievement of results and accepts responsibility and accountability for achieving quality results.

**OC3**  **Initiative & Adaptability to Change (Guide)**

* Actively seeks out work, identifies areas for improvement, proposes solutions to problems and works to implement solutions.

**Technical Competencies:**

**TC1** Data Analysis (Guide)

Ability to analyze data, conduct research, create reports, and influence program direction, using appropriate techniques from statistics and machine learning, and data visualization, with an appropriate understanding of ethics and privacy, and incorporating best practices from software engineering.

**TC2** Data science project scoping and design (Guide)

Ability to identify statistics and machine learning projects from client business problems, and to scope appropriate solutions given organizational context

Scenarios:

* Resolved a conflict: Pipeline profiles js and the web team – git issue
* Contributed to a team thing/project: BCUC
* Leadership: Data analytics/programming training
* Software project/scoping: Community profiles
* Mentorship/leadership – student
* Initiative creating new indigenous content. This led to involvement in the community profiles.
* Data Science/Modelling: Regulatory python algorithm, condition compliance data viz.

My questions:

1. Why was this job not advertised externally? Data science is a specific skill and there is probably not a lot of internal talent.
2. What is the day to day of the job like? Probably more software dev as opposed to data science. Job titles are loose at the CER. This is a good thing, don’t you agree?
3. DAIM has been around for awhile. What is the biggest challenge going forward?
4. Why don’t we have a CTO?

Suggested answers:

* Identifies possible issues requiring solutions
* Bases decisions on past experiences
* Looks for previous examples
* Uses good judgement
* Does research and seeks assistance and advice from others.
* Identifies desired outcomes, and accepts accountability for achieving results
* Other appropriate responses

**Canada Energy Regulator**

**Interview Questions**

**Panel Copy**

**Market Analyst – NEB 09 Process # 21-ERG-EA-0213**

**Selection Panel:**  Bryce van Sluys, Olivera Blagojevic, Matthew Hansen, Ganesh Doluweera, Cory Temple

**Candidate Name:**

**Panel Member:**

**PREAMBLE:**  Introduction and Welcome

**PURPOSE OF THE INTERVIEW:**

* **To assess candidate for the above noted position.**
* You will have 30 minutes to look over the interview questions. The interview will be for approximately one (1) hour.
* There will be a mixture of behavioural, situational and technical questions. Oral communication will be assessed throughout the interview process. The purpose is to assess the various competencies outlined in the job posting.
* The panel will take turns asking you questions. They are provided in written format so that you can follow along. Panel members will be taking notes throughout your answer so please do not let this distract you.
* Take your time and write down ideas if you wish on the paper in front of you. Pauses are okay, and you can clarify your answer at any time.
* The board may ask you some questions concerning your resume.

**CONFIDENTIALITY:**

* **Both the candidate and the selection panel members are to treat the selection process as confidential.**

Are there any questions or concerns at this time? There will also be time at the end to ask questions.

**The following Organization-wide competencies (OC) will be assessed:**

**OC1 Leadership & Teamwork** (Apply)

* Establishes effective working relationships and shares knowledge in a team environment.

**OC2 Accountability & Results Orientation** (Apply)

* Pro-actively identifies potential problems and vulnerabilities, and considers risks in decision

making and action.

**OC3 Process and Project Management** (Apply)

* Independently organizes, prioritizes and schedules own work activities and, when appropriate, that of others in the group.

**OC4 Communication (Verbal)** (Apply) \*\*Assessed throughout interview\*\*

* Adapts style, mode and tone based on audience needs and reactions, and the issues being addressed. Communicates clearly, concisely and effectively. Communicate complex matters in lay terms to various stakeholders.

The following Asset Qualifications may be be covered during the interview for clarification purposes and to assess best fit.

**AQ2** Experience using knowledge of energy supply or markets in North America and abroad, energy economics, energy technologies and/or energy analysis to provide advice to senior management

**AQ3** Experience using Python, R or other programming languages as part of your employment or as an integral part of Master’s or Doctoral thesis work.

**AQ4** Experience analyzing natural gas markets in Canada and North America and providing information to audiences such as senior management, external stakeholders and the public.

**Competency Level Definitions**

**Apply** is defined as demonstrating sound understanding of the competency and ability to apply and contribute

**Warm Up question (not marked):**

Could you please tell us a bit about yourself, why you are interested in this position and briefly why your experience and abilities are well suited to this opportunity?

**Question 1 will assess:**

**OC1 Leadership & Teamwork** (Apply)

Establishes effective working relationships and shares knowledge in a team environment.

**Question 1:**

Describe a situation where you contributed to the effectiveness of an energy modelling or analysis task/project while participating as part of a team

1. What was the situation?
2. Who was involved?
3. What were the results and how did you contribute to them?
4. Were there any challenges related to the team dynamic or communication among contributors? If so, how did you contribute to addressing that?
5. What learnings did you take from the experience and how did you apply those moving forward?

**Expected Elements:**

* *Ability to clearly describe a situation, team, results, role*
* *Ability to clearly communicate its contribution and effectiveness of a task*
* *evidence of team work and collaboration*
* *evidence of future learnings*
* *discussion of factors they contributed*
* *Other acceptable responses*

The Pass Mark is 7/10

**Question 2 will assess:**

**OC2 Accountability & Results Orientation** (Apply)

* Pro-actively identifies potential problems and vulnerabilities, and considers risks in decision

making and action.

**OC3 Process and Project Management** (Apply)

* Independently organizes, prioritizes and schedules own work activities and, when appropriate, that of others in the group.

**Question 2**

Imagine you are the successful candidate and are working at the CER as a Market Analyst. Your Director asks you to take on project management role in addition to your modeling job. You will lead a small group of Market Analysts/Modelers to create a report assessing the potential role of hydrogen in Canada’s energy system by 2030. The report will include qualitative background research, as well as modeling of 2-3 potential hydrogen adoption scenarios. The final draft needs to be complete in 6 months for a release at the end of the year.

1. Describe the steps you would take to tackle this project from start to finish.
2. What might you do to ensure the scope of the end product meets the Director’s expectations?
3. How would you organize work and allocate tasks among yourself and your peers?
4. What methods or techniques would you use to plan & organize the work?
5. How would you monitor progress towards completion?
6. Do you anticipate any problems and vulnerabilities? How would you deal with them?
7. What would be your approach to resolving problems or conflicts?

**Expected Elements:**

**OC3 Process and Project Management**

* *Evidence of Project management thinking – organization* 
  + *Project’s purpose/objective,*
  + *Clarifies the scope*
  + *Breaks down the project in smaller chunks and identifies the milestones*
  + *Defines Project governance – steering committee, PM, Team and their roles*
    - *Identifies Team and roles*
    - *Divides tasks among the group,*
    - *Seeks approvals matrix*
    - *Gathers information,*
    - *Timelines,*
    - *Resources*
    - *Budget*
* *Evidence of allocation of tasks and clear communication of tasks to peers*
* *Evidence of methods or tools used to track progress and report on progress*
* *Evidence of critical thinking in how the candidate would work with the Director to ensure scope such as asking probing questions on the ask, floating an outline early in the process, regular checking, etc.*

The Pass 7/10

**OC2 Accountability and Results Orientation**

* *Evidence of proactive prioritization – sets and meet its own deadlines*

*Seeks clarification about priorities from mgmt if in doubt*

* *Identifies potential problems or risks and describes mitigation of those risks*

*Briefs management about achieved results and potential risks or delays;*

*Regularly communicates with peers and briefs them on progress and obstacles*

*Takes accountability and blames no one*

* *Evidence of future learnings*
* *Other acceptable responses*

The Pass Mark is 7/10

**Describe your:**

**AQ2** Experience using knowledge of energy supply or markets in North America and abroad, energy economics, energy technologies and/or energy analysis to provide advice to senior management

**AQ3** Experience using Python, R or other programming languages as part of your employment or as an integral part of Master’s or Doctoral thesis work.

**AQ4** Experience analyzing natural gas markets in Canada and North America and providing information to audiences such as senior management, external stakeholders and the public.

**OC3 Communication (Verbal)** (Apply) \*\*Assessed throughout interview\*\*

* Adapts style, mode and tone based on audience needs and reactions, and the issues being addressed.

**Expected Response:** *clear, concise, well-presented, all aspects of the question addressed, good range of vocabulary*

The Pass Mark is 7/10

**Marking Guide**

**10 Excellent:** Demonstrated ability is exceptional; greatly exceeds the requirements expected to perform the competency.

**8-9 Very Good:** Demonstrated level of ability is consistently high; no weaknesses evident, no difficulty in demonstrating the competency.

**6-7 Satisfactory:** Demonstrated ability is adequate. However, a weak area has been identified; the weakness is considered minor.

**1-5 Unsatisfactory:** Has not demonstrated the ability to adequately perform the competency, multiple weak areas have been identified.

**0 Totally Unsatisfactory:** Has not demonstrated the ability to adequately perform the competency; multiple and major weak areas identified.

# Product Manager Interview Script

Interviewer: José Ribas Fernandes

Date: August 27, 2020

## Business Unit: Data & Information Management

## Sub-unit: Digital Transformation

## Position: Product Manager

## Reports to: Director, Digital Transformation

## Location: Calgary

## Level: NEB-09

### **Part I: Introduction (Sean)**

1. **Thank you for meeting with us today**
2. Introductions – Jagoda, Jenny, Zé, Sean
3. Interview is Scheduled for 1 Hour
4. We Will Be Taking Notes.
5. Please take your time to think of your answer and ask if you would like to have the question repeated.
6. We want to ensure that we have an opportunity to address all your questions as well, so we will give you an opportunity to do so at the end of the interview.
7. If the connection becomes unstable we will ask to turn off video.

**Part II: General Introduction Questions**

1. **Sean - Tell us about yourself**

Got into media software. Flash and action script, a lot of applied knowledge. Maybe in the browser.

Taking ideas from marketing.

*Worked for a drupal design agency. Product manager for Quickspace interactive.*

*What hindered me: Didn’t know how to breakdown problems and developr. I wanted to do things for myself. Decided to go back to SAIT for software development, IT, cloud computing. It was night and day when I came back to the AER. Have been at the AER for three years.*

* 1. What do you know about the CER?

*[CER regulates] across country. Electrical utility bit is different from AER. Safe and responsible making sure that if there is an incident that there might be enforcement. Stakeholder engagement. Operator. CER is offshore. CER providing information on energy futures. Mandate on CER Act, birthday tomorrow.*

**Part III: Experience Questions**

1. **Ze - Describe a time when you were able to implement an innovative technology to improve your teams’ ability to access data for decision making**

*Public notice of application at AER. Had a contract with a vendor. Only had the webapp, no source code. There was no roadmap after licensing had ended with vendor. After open text contract was severed. Things were shaking, and not moving. Prototyped webapp, proposed to IT branch. It was the only option that IT had. After POC I presented, I worked with Solution Architect to deply in Azure. Azure Cognitive Search.*

* 1. What was the outcome?

*Live now.*

* 1. What did you learn from the experience?

*Important to take initiative when there is a stalemate in leadership. Learned a lot about Azure. Able to learn on the fly.*

* 1. Is there anything you would have done differently?

*There was a secondary architecture that was chosen by management. There was a directory of html and transformed them to the cloud, which we did, instead we should have done a relational database, Cosmos TB.*

**//** E1 Recent and significant experience in applying technical knowledge to provide assessment, analysis and advice on significant projects/issues, specifically in program, process and policy development, identifying opportunities to innovate approaches, and providing recommendations on complex issues.

1. **Jagoda - As part of the digital transformation team, we are always looking for ways to improve our processes and create efficiencies in the way that we work. A request has been made to automate a process which currently takes 2 days to complete.**
2. How would you evaluate the viability of this project?

*Engage asker of this request, and management, go to that customer to start discovery.*

1. How would you execute the plans to go ahead with this automation?

*Create documents, business case, gather consensus. On the same page. Build formal documents. Remain close to vision.*

1. How would you communicate a recommendation to not go ahead with this automation?

*Would there be a reason we shouldn’t?*

// E2 Recent and significant experience in planning and evaluation, including providing technical analysis and context for business planning, and evaluating performance of internal processes to achieve specific outcomes.

1. **Jenny - Can you tell us about a time where you led a project or program that dealt with complex, multi-disciplinary issues?** 
   1. How did you foster teamwork to ensure high quality products and seamless integration of work from different business areas?

*During quick time interactive. 5 step process to build products. Make sure everyone is on the same page. Really checking in to make sure we deliver on time.*

* 1. How did you achieve buy-in from stakeholders?

*Did not have authority. Lead by influence, my best friend the proposal. Really explaining my case, without being aggressive.*

// E4 Significant experience in Project and/or Program Management, including leading projects and/or programs to address complex, multi-disciplinary issues, fostering teamwork to ensure high quality products and seamless integration of work from a variety of specialty areas, drafting and technically reviewing key documents, addressing and resolving issues with internal and external stakeholders, and monitoring project progress to ensure timely completion.

1. **Sean - We have developed a new system that will change the way external stakeholders communicate with our organization.**  **As a product manager, you will need to communicate with external stakeholders, explaining the ins and outs of this new system and help ensure a seamless transition.** 
   1. How would you communicate this to external stakeholders?

*Build a communication collateral (video, webpage, spoken word, just video with text). Communication would be driven for describing value than engineering, not interested in background information, not interested in process, really it’s a customer focused communication collateral. That is how I would communicate it.*

* 1. How would you communicate this to staff to help ensure compliance with the new system?

Q: Is there a particular group of staff?

*Yes, Energy Adjudication Business Unit. This is important because we want to understand the audience. What I would describe is describing that the work they do and what work will look like after product will be delivered. Use same language that is used by adjudicator.*

// E5 Significant experience in Engagement, providing guidance on possible approaches for engagement based on subject-matter expertise, preparing and delivering presentations to internal and external parties related to technical topics or process and mandate, representing an organization in external discussions, workshops and committees on initiatives, and communicating with external stakeholders.

**Part III: Asset Qualifications**

1. **Ze - Describe your experience with prototyping and development of web applications.**

*When I was doing my academic side, digital workflow low fidelity sketching wireframe on paper, what is the interaction, using Adobe creative suite I am a huge fan of using code in a browser, I am not a fan of prototyping on Photoshop, I use React all the animations in a short amount of time. When you have code I add or remove things very rapidly.*

*IN industry, I was doing mockups pencil paper, in Adobe, and in a browser. Public Notice of Application.*

// AQ1 Knowledge of relevant computer systems and software

1. **Jagoda - What was the last new task or skill that you learned that keeps you fresh and up to date?**

*Oh boy. So many. I am so excited. My secret weapon is O’Reilly. Getting into Android videogame programming. It’s really fun. Getting to some native app development. Really wanted to dive into native since I have so much Java experience. Super exciting. Have been diving in React. Have some experience with Angular. Can turn into any webpage into an app. Know a lot about object-oriented programming. Getting into functional programming. Love Safari books.*

// AQ2 Experience in training design and delivery

**Part IV: Candidate Questions**

1. **Now it’s your time to grill us!**

*Q: What are the three most important skills for this position?*

*Q: What would you like to see this person accomplishing in this position in the first 6 months to a year?*

*Q: Any part of the job that I could do now that would increase my success in the position?*

*Q: I would wear many hats. I wonder if there will be responsibility in this role to do design and development.*

*Q: Where is the CER in regards to cloud technology and where you would like to be ideally 12 months from now?*

* 1. Follow-up questions please contact Romina.

**Part V: Next Steps**

* Administrative pieces on our end
* Public Service Commission Review
* References
* Security Clearance