



Interview Guide

Lead Maintenance Technician

Instructions: This guide ensures consistent, fair, and competency-based interviews across all candidates. Select 2–4 questions per competency category, rate responses using the Interview Evaluation Scorecard Summary (1–5 scale). All interviewers are required to fully complete the Interview Evaluation Scorecard Summary for every candidate. All scorecard fields must be completed to be considered valid.

A triangulated interview process is required to align with the Interview Excellence Partnership (IEP). This includes multiple interviewers assessing the candidate using the guide and submitting their scorecards.

Reminder: The completed guide must be uploaded to JazzHR (Candidate Documents tab) for HR to proceed with an offer. Missing or incomplete guides will delay or prevent offer approval.

Candidate Name:	Date of Interview:
Position Title & Store Number(s):	Interviewer Name:

Ice Breakers

- What's something most people wouldn't guess about you?
- If you could instantly become an expert in any skill, what would it be and why?
- Please walk me through your professional background. What is prompting you to look for a leadership role like this right now?

Leading & Building a Team (Direct Reports: 5 Technicians)

Goal: Evaluate the candidate's ability to coach, delegate, and lead a technical team rather than simply performing the work themselves.

- You will be managing a team of five technicians. What is your leadership philosophy, and how do you transition from being "one of the techs" to becoming the leader?
- Tell me about a time you coached a technician who was underperforming or struggling with a technical skill. How did you handle the situation, and what was the outcome?
- **Scenario:** Two of your strongest technicians disagree on the best approach to a major equipment overhaul, and the conflict is delaying progress. How would you intervene and resolve the situation?
- How do you balance delegating work to your team versus stepping in to perform hands-on repairs when operations become busy?





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Thriving in a Fast-Paced Environment & Managing Change

Goal: Assess the candidate's ability to prioritize competing demands, adapt to change, and lead through uncertainty.

- This role operates in a fast-paced, constantly evolving environment with competing priorities. Tell me about a time when the scope of a project or work priorities changed unexpectedly. How did you adapt, and how did you keep your team focused?
- When multiple high-priority equipment failures occur simultaneously, what is your process for assessing the situation and determining where to focus first?
- Describe a time you had to communicate an unpopular change or new procedure to your team. How did you gain their support and buy-in?
- How do you manage your own stress and prevent burnout while leading a team through high-pressure situations?

CMMS, Administration & Operational Oversight

Goal: Shift the conversation from simply using maintenance systems to effectively managing data, operations, and team performance.

- Describe your experience managing a CMMS (Computerized Maintenance Management System). How have you used CMMS data to monitor team performance, identify equipment trends, or justify inventory decisions?
- How do you ensure your technicians maintain accurate and timely documentation, especially during busy shifts?
- Tell me about your experience managing inventory and maintenance budgets. How do you balance maintaining adequate spare parts while controlling costs?
- Describe your experience with PLCs, HMIs, and automated systems from a leadership perspective. How do you determine when your team can troubleshoot an issue versus when a specialist should be involved?

Problem-Solving & Root Cause Analysis

Goal: Determine whether the candidate focuses on long-term solutions rather than temporary fixes.

- What is your approach to identifying the root cause of recurring equipment failures instead of simply fixing the immediate issue? Please provide an example.
- Tell me about a time your team encountered a technical problem they couldn't solve. How did you guide them toward a resolution or determine when to escalate the issue?
- Describe a time you had to make a critical decision regarding equipment repair or replacement with limited information. What factors influenced your decision, and what was the outcome?





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Stakeholder Communication & Customer Service

Goal: Evaluate the candidate's ability to communicate effectively with non-technical leaders and manage expectations.

- This role requires frequent interaction with operations managers, clients, and executive leadership. How do you explain complex technical issues in simple terms to stakeholders who primarily want to know when equipment will be operational again?
- Tell me about a time when an operations manager or client became frustrated during a major equipment failure. How did you manage their expectations while allowing your team to remain focused on resolving the issue?

Accountability & Safety Leadership

Goal: Assess the candidate's commitment to safety, accountability, and leading by example.

- As a leader, how do you foster a strong safety culture and ensure safety procedures, such as Lockout/Tagout (LOTO), are consistently followed—even under pressure to restore equipment quickly?
- Tell me about a time a direct report made a significant mistake during a repair or overlooked a critical safety concern. How did you address the situation, and what did you do to prevent it from happening again?

Closing Questions

- This role requires managing technicians across multiple shifts and serving as the escalation point for after-hours emergencies. Is this something you are comfortable committing to?
- What are your salary expectations for a leadership role with these responsibilities?
- If selected, when would you be available to start?





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Interview Evaluation: What to Listen For

Leadership Mindset ("We" vs. "I")

Strong candidates naturally speak about how they developed, coached, and empowered their team rather than focusing solely on their own technical contributions.

Strategic Thinking

Look for candidates who discuss preventive maintenance, KPIs, CMMS reporting, continuous improvement, and long-term operational reliability instead of simply reacting to equipment failures.

Delegation & Accountability

Effective leaders know when to delegate, hold team members accountable, and trust their technicians while remaining available for guidance and support.

Communication

Top candidates can clearly explain technical concepts to non-technical stakeholders, maintain transparency during equipment downtime, and effectively manage expectations.

Safety Culture

Strong leaders proactively promote safety, enforce compliance, and use mistakes as coaching opportunities while maintaining accountability.

Ownership

Look for candidates who take responsibility for both successes and setbacks, demonstrate sound decision-making, and focus on continuous improvement rather than assigning blame.





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Interview Evaluation Scorecard Summary

Competency Ratings (circle one)					
Introductory	Basic	Capable	Proficient	Advanced	Competency <i>These competencies should correlate to the questions above</i>
1	2	3	4	5	Leading & Building a Team
1	2	3	4	5	Fast-Paced Environment & Change
1	2	3	4	5	CMMS, Administration & Operational Oversight
1	2	3	4	5	Problem-Solving Skills
1	2	3	4	5	Stakeholder Communication
1	2	3	4	5	Accountability & Safety Leadership

CANDIDATE'S STRENGTHS	How will these strengths support what is required for the position?
CANDIDATE'S WEAKNESSES	How could these weaknesses be addressed in connection with this position?
Would you consider this weakness a "deal breaker"? ☐ Yes ☐ No	
Would you recommend hiring with this candidate? ☐ Yes ☐ No	

Additional comments:

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