

CANDIDATE	INTERVIEWER	DATE	STAGE
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INTERVIEW QUESTIONS · HVAC SERVICE MANAGER

1	What experience do you have managing an HVAC service department?	1 2 3 4 5	
2	How effective were you at meeting customer needs?	1 2 3 4 5	
3	What strategies would you propose to improve department efficiency and profitability?	1 2 3 4 5	
4	Can you tell me about a time when you had to deal with a difficult situation in the workplace?	1 2 3 4 5	
5	What motivates you to do your best work?	1 2 3 4 5	
6	How do you handle stress in the workplace?	1 2 3 4 5	
7	Tell me about a time when you had to deal with a difficult customer situation.	1 2 3 4 5	
8	Describe a time when you had to manage a team of technicians with different levels of experience.	1 2 3 4 5	
9	What are some of the challenges you faced in your previous role?	1 2 3 4 5	
10	How did you handle customer complaints or requests?	1 2 3 4 5	
11	What is your philosophy on staff training and development?	1 2 3 4 5	

OVERALL ASSESSMENT

CRITERIA	SCORE (1-5)	NOTES
Educational Background Appropriate qualifications or training for the position.	1 2 3 4 5	
Prior Work Experience Skills or qualifications acquired through past work.	1 2 3 4 5	
Qualifications / Experience The technical skills the position actually needs.	1 2 3 4 5	
Problem Solving Abilities Demonstrated critical problem-solving.	1 2 3 4 5	
Communication Team building and communication skills.	1 2 3 4 5	
Organizational Fit Would this hire steer the organization the right way?	1 2 3 4 5	

CRITERIA

SCORE (1-5) NOTES

Directional Fit

A step forward, or backward, in their career?

1 2 3 4 5

RECOMMENDATION

☐ Advance ☐ Hold ☐ Decline

1 = well below the bar · 3 = meets it · 5 = clearly above it

AvaHR — hiring software for teams without a recruiter
Use the same scorecard for every candidate in this role.