

過去問題集：P5、P6 および D1 グレード職

注意：下記の問題は、あくまでも過去の例です。面接でどのような質問が出るかをイメージしていただくために作成されました。実際の面接に下記と同じ質問がされない場合がありますので、ご了承ください。

例 1 CIE-207 Project Controls Division Head (D1)

① プレゼンテーションの時間は何分ほどですか？

Project Management 関係の経験を約 3 分でするように言われて、そのようにしました。

② どのような質問が出ましたか？

Schedule 管理に関する質問が主で、以下がありました。

- 1) どのようなソフトが使えるか？
- 2) どのような経験があるか？
- 3) Schedule 管理を的確にするにはどのように体制を組めば良いか？
- 4) Schedule 管理で何を一番最初にすべきか？
- 5) 現在の Schedule 管理での問題は何か？

その他、

- 1) KIUA と実費の違いをどう考えるか？
- 2) マネージメントで必要と考えるのは？
- 3) いつ着任できるか？

③ どのように回答されましたか？

Schedule 管理に関する質問では、以下の主旨を回答しています。

- 1) Schedule 管理についての特別なソフトの仕様経験はない。Schedule 管理を円滑化するためにシアーポイントを活用して、情報の共有と会議時間の短縮を図ってリスク対策を行い、納期遅延リスクを回避した経験がある。
- 2) Schedule 管理については、多くの経験がある。JADA では、最初の PA サインと最初の Earned Value の獲得を TF 導体で達成した。
- 3) まずは、Schedule Data の収集をする班と Schedule 遅れの原因解明と回復案の調整を行なう班の 2 つが必要。Schedule 管理では情報の早期収集が必須で、そのためには IO と DA 間の信頼関係を増進する必要がある。
- 4) 3) の観点から、単純なミスなのに対処が放置されている SMP 内の Schedule を解決することが、一番容易で、且つ、信頼関係を取り戻す上で大きな効果がある。このため、これを最初に取り組むべき。
- 5) いろいろあるが、Schedule での遅延リスクの見出し、原因分析、対処、フォローアップ・・・という一連のフィードバックが機能していないのが問題。原因分析では、水平展開が必要。また、Schedule 管理では、連鎖反応（シニアマネージメントが 1 つの問題に集中していると、その時に見過ごしがあって、他の問題が発生する）が起きる。先を見通したリスク低減、対処の円滑化が必須。

その他、

- 1) KIUA と実費の違いを認識しているが、これを見直すことは、現在の調達枠組みを崩すので、無意味と考える。

- 2) Leader は Positive であること、目標を共有すること。
- 3) 連絡の会った日の翌日。
- ④ イーター側からは何人出席していましたか？
5 人
- ⑤ 面接者として誰が出席しましたか(役職)？
DIP Director, ADM Director, CIE Director, CIE/IT Division Head, HR 代表者
- ⑥ 日本人の応募者へのアドバイスがあればコメントをお願いします。
公募は、そのポジションで実施したいことがあるためになされます。このため、job description をしっかりと分析して、想定質問と回答を準備することをお勧めします。
job description が不明な場合は、ITER 機構に問い合わせることも必要と考えます。

例 2 TKM-017 Vessel Division Head (D1)

- Q1 : 真空容器のような大型構造物の経験はあるのか？あれば述べてください。
- Q2 : 現在の ITER 真空容器について、問題点をどう考えますか？
- Q3 : 技術的な側面、マネジメント的側面 の 2 点から述べてください。
- Q4 : Nuclear Safety について経験、スキルはありますか？
- Q5 : プロジェクトのコスト抑制策について事例を示して説明してください。
- Q6 : Milestone、スケジュールをどの様に管理しますか？
- Q7 : あなたのマネジメントスタイルは何ですか？
- Q8 : 良いマネジメントに求められる資質は何だと思えますか？
- Q9 : QA/QC の経験は？あれば述べてください。
- Q10 : あなたがこのポジションに選ばれるべき理由を述べてください。
- Q11 : 決まったらいつ赴任可能ですか？ (HR より)

例 3 PCO-006 Project Control Office Deputy Head (P6)

1. Could you give us an overview of your main achievement and describe why you are qualified as a ITER Deputy Head of PCO position?
2. You mentioned risk. How would you resolve, as a deputy, differences of opinion, for example Japan submit deterministic schedule which contains less uncertainty whereas US and EU submit aggressive schedule with much uncertainty?
3. I just wanted to understand which resource estimate is more critical, and which area you want to start with.
4. For cost breakdown, DA does not want to disclose information. What is your approach to obtain such information?
5. You mentioned you use Primavera. As you know, in ITER we use Cobra and Primavera. What is the function of Cobra?
6. What experience and recommendation do you have in communicating project progress and status among various stakeholders we have in ITER, council, CIO, COO, SH... how to coordinate and work together?
7. What process do you recommend for estimating contingency, reserve to accommodating risks and

uncertainty?

8. How do you get a proper PDF (Probability Distribution Function)?
9. What do you believe as typical number for PDF? -3% to 3% or -10% to 200%?
10. What do you think the most serious risk to the project, from technical and managerial point of view?
11. What experience and recommendation do you have to identify yearly earned value when evaluating progress against schedule?
12. You mentioned that the project is missing important tools and information, how long according to you it takes to bring proper monthly reporting system?
13. Have you attempted to do EVM for the central team?
14. That sounds like OBS rather than WBS. Do we have it based on WBS?
15. How should the project calculate the level of confidence of probability of completing at specific date or at specific cost?
16. If we focus on uncertainty risk, and if we have a good sets of PDF for each task, can you run Monte Carlo simulation to come up with probability of confidence date vs cost for example?
17. How do you mix with event risks?
18. For the tools it is critical to make sure that the data is correct. What are the means to justify data accuracy?
19. There is a mismatch between design and actual manufacturing. How do you handle this particular issue? Do you have clear view on that?
20. What is your opinion the evolution of roles and responsibilities of PCO from design, manufacturing and to operation phase?
21. Please provide an example how you did a serious negotiation at international level with several stakeholders in your previous work?
22. What question you would have expected but not being asked so far from us?

例 4 TED-003 Neutral Beam Section Leader (P5)

1. What is your educational, background, and professional experience which allows you to apply for this position, specifically? Please give a short summary within 3-5 min.
2. What do you consider to be the most difficult aspects of the negative ion beam source? What are the biggest issues that need to be adapted to achieve an operational and functional ion source?
3. What improvement in the negative ion source would be the most beneficial (essential) for the neutral beam injector? Which parameters are essential?
4. ITER is a nuclear facility. What impacts or things do we need to consider when building the neutral beam system to make it applicable to a nuclear environment?
5. Can you explain what your experience with project management is? Have you ever encountered a problem with, for example, cost, schedule, etc. and how did you mitigate the issue?
6. Can you explain what the "In-kind procurement" feature of the ITER project management system is, what specific challenges it presents, and how they can be mitigated?

7. What is your management style? Have you ever experienced any managerial difficulties?
8. If you have some conflict within your team, how do you manage that kind of situation?
9. Tell us if you are selected for this position, what can you bring to the project that other people might not bring? What are your strong features and why should we select you and not someone else?
10. Questions for us?

例 5 CST-090 Organizational Support Manager (P5)

1. Could you please describe your qualification and professional experiences and explain why your experiences qualify you for this position? (2 min)
2. Based on your understanding of the ITER project could you please list the key issues which have to be prioritized from the point of view of the construction management officer to make ITER successful in the short, medium, long term. (1 min 45)
3. Please describe your past experience in conflict resolution when you used skills to solve relationship issues between stakeholders with different objectives. (1 min 50)
4. In your view, what would be the key success factor of stakeholder management? What contribution can we expect from you? (1 min 40)
5. From your experience what are the top 3 issues that cause delay or cost increases and how are they alleviated by good construction management? Could you provide a concrete example from your past or current experience? (1 min 45)
6. How would you proceed to identify the key actions, prioritize them, define solutions, and organize the flow of the recommendations? (1 min 45)
7. Could you please provide an example of leadership issues which can impact technical performance? (1 min 45)
8. Provide an example from your experience with risk management? What kind of tools have you used specifically for risk management? (1 min 40)
9. What is your experience using action tracking tools? Please explain benefits of these tools. Suggestions? (1 min 45)
10. Could you please give us an example of a project that you're particularly proud of although you made business critical decision that was not popular? (1 min 45)
11. Challenging part of working in multicultural environment? (1 min 40)
12. When you have multiple solutions how do you determine which solution to move forward and how do you explain that your approach is the best one? (2 min)

Part 2

1. Could you please describe your qualification and professional experiences and explain why your experiences qualify you for this position? (2 min 30)
2. What was your role in (company)? (1 min)
3. Could you list the key issues that have to be prioritized from the point of view of organization support manager to make ITER successful in short, medium, long term? (2 min 30)

4. Briefly explain case study. Assume you're Organizational Support Manager and make brief presentation. (6 min 15) (5-10 per interviewers)
 - (ア) How would you follow up these actions? (1 min)
 - (イ) What are the types of problems and what are resolutions? (1 min 10)
5. Could you please provide two examples of leadership issues in organization management which highly impact technical performance? Please provide your view to avoid such issues. (1 min 40)
6. How would you mediate between two groups going in separate directions? (1 min)
7. What do you think are roles and responsibilities of ITER (Tokamak & semi division) in context of multi disagree stakeholder management? Past experience? (2 min)
8. Please identify 3 key subsystems which constitute the tokamak machine. What is the confinement function of the vacuum vessel and why is this important? (1 min 40)
9. What are the key elements/aspects of project management? Describe your past experience in any one of these aspects. (2 min)
10. When there are certain circumstances that are more focused on cost or schedule and you had to neglect quality a bit would you accept this? (40 sec)
11. Give an example where you were responsible for creating a strategy and how did you translate strategy to concrete action. (1 min 30)
12. Have you worked in a function where you were the group leader responsible for people? (45 sec)
13. Can you give us an example when you managed a major change to streamline processes and increase efficiency? (2 min 35)
14. What do you think is the most significant issue in the ITER project and how can you tackle this issue if you're appointed? (1 min 50)

例 6 FPD-005 Head of Division Procurement & Contracts (D1)

時間: 40 分

ITER 参加者: ビゴ機構長、多田副機構長、ファイナンス/購買ヘッド、人事ヘッド

質問:

- 自分が何故このポジションに相応しいか、過去実績と現在の仕事と絡めて述べよ。
- 高いコストリダクション達成とのこと、どのように達成したのかももう少し具体的に述べよ。
- 最も高額の自らリードしたハイテクが絡んだ建設のソーシング経験について述べよ。
- ITER で実施している In kind sourcing, In cash sourcing の public procurement における経験を述べよ。
- プロジェクトで遅れが発生しないようソーシングにおいて考慮すべきことを述べよ。
- プロジェクトの遅れを回避するにはどうするのがよいか述べよ。

ITER について知っていること、何故 ITER での就業を希望するのか述べよ。

- 国際的で多様な人達、ステークホルダー、とりわけエンジニアとどのようにうまく働いていくか述べ

よ。

- これまでで最もチャレンジングで Out of box の考えが必要だったソーシング経験を述べよ。
- ITER では 5 年 10 年あるいは場合によってはそれ以上、すなわち、2—3 年で何処かへ行くための腰掛けでなく、長く働ける人を求めているが、その点について意見を述べよ。
- 採用の通知を受けてからどの位後赴任出来るか述べよ。

質問は 2 番目以外は全て機構長からでした。

最初の質問について機構長から概要説明がありましたが、より詳細については内部で準備してから別途説明したいとのコメントがありました(採用が決まったらという意味だと思います)。

例 7 CIO-001 Central Integration Office Head (D1)

Selection Board: DG Bigot, DG Cabinet, Head of the Project control office, Head of HR

Q1: Could you give us your main professional achievement? And describe why you would be the best candidate for the position of CIO-001 at ITER.

Q2: What do you know about ITER?

Q3: Could you list the key issue which have to be prioritized from the point of your central integration office and to get ITER project successful in the short/medium/long term?

Q4: ITER project is something special which means that nearly all the components have many factors by domestic agency and contact relationship between domestic agencies and some suppliers with same work life. Do you think there is something special we need to proceed when it comes to the configuration management and integration management?

Q5: Please describe your experience and achievement in the system engineering and configuration management in large congress to distribute your system and facility of the construction. You can go into more details on what you are able to do.

Q6: You mentioned in your CV that you worked on some new built, for example, Lithuania and UK. Could you comment how you were involved in the system engineering and configuration management? What type of tools did you use for that?

Q7: What was your major challenge between assembly installation work and engineering work of design authority with your experiences/careers? If you have any challenges, how did you solve them?

Q8: Related to Integrity, could you please describe your dynamic experiences for ensuring integrity of technical baseline for plant construction facility with proper design control including system engineering implementation and configuration management preferably to nuclear or other regulated field.

Q8a: As you know, if you are selected, you'll be in charge of some kind of integration, your key role would be ensure that we have full integrity of baseline. How do you ensure the full integrity? What is your experience in that?

Q9: What is your experience/recommendation do you have in coordinating input/output among valued

project partners and scheduled integration in large team (7 partners and many suppliers) such as communication issue, terminology, differences and so on?

Q10: Could you provide example of how did you do sales negotiation challenges in several stakeholders in your previous work especially if possible international environment or context including different point of you?

Q11: Can you give us an example for the time when you motivate a team for positive work which has result and optimize team performance?

Q12: In this role, it is very important to establish method/process for implementing entire ITER organization. So what is your method/process?

Q13: If you selected, first 2 weeks in ITER organization, what do you expect to be your activities?

Q14: You are now 58 years old. Do you accept the 5 years contract and extend until 2025 first plasma?

例 8 IO0139 Budget Management Section Leader (P5)

1. Please describe your professional experience and achievements and why you think you are qualified for the job.
2. Do you think your knowledge and experience is applicable to improve efficiency of the ITER project? How do you implement your know-hows effectively in the project?
3. Based on your understanding, how do you perceive this Budget Management Section Leader role to be?
4. Describe the projects that you've handled in which you executed cost optimization, and project control.
5. This role requires defining and developing financial strategies and procedures for budget and cost management. In your current/previous experiences, describe how you ensured that project cost is within the budget.
6. What are the issues that you foresee in this position? What recommendations do you have to minimize, if not prevent, such issues from arising?
7. What KPIs do you suggest for the ITER project?
8. What type of tools in finance do you suggest to implement at IO?
9. How would you mediate between multiple groups with disagreements on technical opinions?
10. How do you resolve conflicting views of various stakeholders?