



INTERVIEW TOOLS

One of your most important tasks as a hiring manager is to select the right team members. Asking the right questions to get complete information to help you make the best decisions is critical in building your best team. This booklet contains an interview checklist, sample questions, and questions to avoid in the process.

Interviewing and Selection Checklist

Taking the following steps when preparing for interviews will help to ensure a smooth and accurate interviewing and hiring process.

- Identify critical knowledge, skills, and abilities (KSAs) the candidate must possess in order to be successful in the position.
- Select key interviewers.
- Solicit interview questions from all interviewers based on the description of the key requirements of the position.
- Establish consistent interview questions that are based on KSAs, past experience and education, and key behavioral qualities that identify traits of a successful candidate.
- Discard all illegal, discriminatory, and inappropriate questions.
- Establish a preliminary interview schedule, book a private interview area, and provide the interviewers with the interview questions.
- Coach interviewers on appropriate responses and behaviors during and after the interview.
- From your pool of candidates, select those you wish to interview based on a preliminary phone screen.
- Schedule the selected candidates for in-person interviews. Provide the details of where the interview will take place and the anticipated duration.
- Provide Americans with Disabilities Act (ADA) compliant interview accommodations, if needed, for candidates upon request.
- Upon arrival, provide the candidate with a brief overview of the interview process.
- Take notes, ask questions, and listen attentively to the candidate.
- End the interview with an approximation of how long the decision making process may take, and avoid making promises for future interviews, offers, or a written reply.
- Compile candidate interview assessment forms from all interviewers.
- If pre-employment assessments will be conducted, be sure they are legally compliant with the success factors in the job.
- Schedule employees for second interviews or pre-employment assessments, if appropriate.
- Communicate with any applicants that were not selected during the first round of interviews.
- Determine your finalist(s) based on the criteria above.

Sample Behavioral Interview Questions

Candidate: _____ Date: _____

Interviewer(s): _____

1. Tell me about the best job you've ever had. Why was it so good?
2. What are you passionate about in your work and why is this role the next step in your career path?
3. When you have entered a new workplace in the past, describe how you have gone about developing relationships with your new co-workers, supervisors, reporting staff, and their subordinates.
4. What has been your greatest challenge managing your department budget and how did you manage through it?
5. Tell me about a difficult employee who became more successful as a result of your management or mentoring.
6. Some employees are deliberate about such things as communication, development, and motivation (both for self and others if supervising). Do you have examples of how you have addressed these areas?

7. Tell me about a time when you had to enforce a process or protocol that you disagreed with.

8. What do you look for when selecting project team members to work with you on high-profile projects?

9. Tell me about your greatest accomplishment(s) in your last job? What made it so impactful?

10. Describe a situation where you had to make a decision that you didn't feel was your responsibility or authority to make. What course of action did you take to make sure you did the right thing?

11. Describe a situation where you were required to work an extended period of time to accomplish a task/project. What was the situation and how did you keep yourself and your staff motivated?
(Possible probe: How would you have felt if you disagreed with the task or project?)

12. Describe the type of communications style that works best with you and give examples of why and how that is the case.

Interview Questions to Avoid

	AVOID THIS QUESTION	CONSIDER THIS QUESTION
Religion	Which holidays do you acknowledge?	Are you able to work our required schedule?
	What church do you go to?	What days are you able to work?
	Are you a member of any organized groups?	Are you a member of a professional group relevant to your role or our industry?
Age	When did you graduate high school? How old are you? What is your birthdate?	Are you 18 or older?
	When do you plan to retire?	What are your long-term career goals?
Personal/Family	Are you a smoker?	Have you ever been disciplined for violating a tobacco policy at work?
	Are you married? Is Smith your maiden name?	Have you worked or gone to school under any other name(s)?
	Do you have children? Are you pregnant? Do you plan on having kids?	We sometimes have overtime or last minute requirements for travel; will this impose any hardship that we need to be aware of?
	What are/is your parents/husband's/wife's occupation?	How did you become interested in this career?
	What is your gender? What is your sex? This job is predominately male/female — what challenges do you anticipate?	What do you believe will be the greatest benefit you will bring to our company?
	How short are you? How tall are you? How much do you weigh?	We have duties that require accessing a 5.5 foot shelf; will you have any restriction or issues meeting that requirement?
	Do you have any disabilities? How many sick days did you take last year?	Are you able to perform the specific duties of this role? How many days did you miss work on average over the past one or two years?
Nationality	Are you a U.S. citizen? What is your birthplace? What is your national origin?	Are you authorized to work in the United States?
	What is your native language or tongue?	What languages do you read, speak, and write fluently aside from English?
	How long have you lived here?	What is your current address and contact information?
Military	Were you honorably discharged?	How will your military experience benefit our company?
	Are you in the National Guard or Reserves?	Do you have any upcoming events that will require time away from work?