The Supervisor’s Guide to:

Successful Interviewing

*Blue Ridge CTC Style*

Blue Ridge Community and Technical College provides opportunity to all prospective and current members of the student body, faculty, and staff on the basis of individual qualifications and merit without regard to race, color, sex, sexual preference, religion, age, national origin, sexual orientation, marital or parental status, familial status, veteran status, or disability.
Introduction

I want to congratulate and thank you for becoming a hiring manager or member of a search/hiring committee. Whether you are a new hire, recently promoted, or selected to a search/hiring committee, you have taken on a great responsibility that will impact the future of our College.

Since 2005, our Mission Statement has articulated our commitment to providing a diverse student population with collaborative programs and support services to improve the quality of life and promote economic development in our service area. Our Vision Statement promotes continuous analysis and modification of the curricula and programs to meet the educational needs of an increasingly complex and technological society. It takes great people to do this! The success of our College is the result of selecting and developing committed individuals with a shared Mission, Vision and Values. Therefore, the people are our strategic competitive advantage.

As you take on this new responsibility, you will now be involved with finding individuals who will contribute and do so in a way that aligns with the Values of our College. To assist you in this effort, the College has developed a process and guide for the selection of employees. This guide contains information to assist you in identifying, interviewing, and selecting the most qualified candidates who are the best fit. You will also participate in training exercises designed to enhance your skills in interviewing and evaluating candidates – the Blue Ridge way.

Please be aware that Blue Ridge CTC is an Equal Opportunity and Affirmative Action employer. We do not discriminate on the basis of age, ethnicity, disability status, national origin, race, color, religion, gender, sexual or gender orientation, marital status, genetics, or veteran status. Our core values of equal opportunity to all persons, upward mobility, and the belief that all faculty and students have the freedom to learn, the freedom to inquire, and the freedom to associate are key drivers for the development of a diverse workforce.

You have accepted a great responsibility in our College. You are now either directly or indirectly involved in making decisions that will grow our College and sustain our position in the community as an essential employer and multi-faceted resource. I am confident that your contributions will help to build an even better Blue Ridge CTC.

Sincerely,
Dr. Peter Checkovich
Founding President

EOE/AA-M/F/Vet/Disability
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Purpose

The purpose of this guide is to give general guidance for conducting interviews for Blue Ridge Community & Technical College positions. This guide should be used for the development of interview structure and questions.

The Purpose of Interviewing

The interview’s purpose is to help a hiring manager or committee distinguish what skills, abilities, and knowledge a particular candidate has in regards to a specific position and its responsibilities. The information collected during the interview process should aid in the selection of the most viable candidate.

Validity

For an interview to be valid in the selection process, it must be able to measure the applicants’ potential to be successful in the given position. This means that when developing interview strategies, questions, and structure, it is important to do so with the intended position in mind.

Interview Questioning Strategies

The interview strategy will help to guide the content of the interview. When selecting an interview it is important to keep in mind the type of position that you are interviewing for, and what kind of information is required to predict the success of a candidate in this position.

Three basic interview questioning strategies are:

Behavioral Questioning - this is one of the most common questioning techniques where an applicant is given a situation and is asked to give an example of how they have responded to a similar situation, or how they would in the event they can’t provide a specific experience.

Situational Questioning - These questions typically ask the candidate to provide an example of a specific situation. The response is often in the STAR format (Situation, Task, Action, and Results).
Demonstration or Role-play – This type of question/activity will require that the candidate perform the desired activity or skill during the interview. This is productive for positions that require candidates to think quickly on their feet and respond to customer inquiries. Possible positions this could be useful for (instructors, sales people, and customer service reps.).

When developing your interviewing strategy it is important to keep the position duties, type, and level in mind. Blending the various questioning strategies will yield the most predictable situation.

Developing Interview Questions

To develop interview questions you must first understand the position in which you are looking to fill. Five key items are needed to develop good interview questions:

1. What tasks are completed regularly?
2. What software, hardware, tools, and equipment are used regularly?
3. What regulations, laws, and procedures must the candidate understand to be successful?
4. What are the unusual working conditions (travel, heights, heavy lifting, etc.)?
5. Are there any unique job duties (any duties that are typically only performed by someone in this type of position)?

Once you understand the position, write questions that allow the candidate to tell you how their experience, knowledge, and skills will help them be successful in the desired role. Questions should be:

- Open-ended questions are essential to a good interview. Too much information is always better than not enough. Allow the candidate to provide their answer, and redirect but do not coach the applicant through the answer.
- Be specific when asking questions. You questions should be directed in a clear fashion that will allow the candidate to provide adequate feedback.
- Limit your multiple part questions. If you want to ask a follow up question do so after the candidate has responded. As providing the question up front may provide guidance for the answer you receive.

Note: All questions need to be reviewed and placed in an Interview Evaluation Guide (exhibit A) by Human Resources prior to the interview day.

Sample questions are provided in exhibit B & C.
Interview Structure

All interviews should have a formal structure. The standard structure for an interview is outlined below. This is a basic guideline and may be tweaked based on the size of the panel, positions, and content flow.

### Structured Interview Process

1. Welcome Candidate / Introductions
2. Establish Rapport – Keep this brief
3. Set the Interview Agenda & Expectations
4. Provide an Organizational & Position Overview
5. Questioning Portion
6. Allow Applicant Q&A
7. Wrap up Interview, Provide Next Steps, Pay & Benefits Overview, & Expected Timelines

The bulk of the interview should be spent questioning and allowing the applicant to ask any questions that they may have. Always finish the interview by letting the candidate know how they may get questions answered that may arise after leaving the interview site.

*Note: Supporting documents may be provided to the candidate. Documents which may be provided: business cards, link to HR Benefits page or benefits overview, and job description.*
Interview Panels and Selection Processes

When developing and selecting an interview panel, there are some key factors to keep in mind. When selecting a panel keep in mind the size of scope, level, and impact of the position that is being interviewed for. If you are selecting a panel member who has limited availability, please recognize that this may delay the interview process.

All panels should include the following: Hiring manager/supervisor, and HR representative. Based on the type of position being filled your panel may also need to include a technical expert and across-departmental representative.

Interview process may require several steps depending on the size, scope, impact and level of the position. The most utilized options are listed below:

Panel Interviews (1st and 2nd rounds)
Phone Screening (Conducted by HR)
Panel Phone Interviews
Presidential/Executive Interviews (Typically Director/Dean level or above and last interview step)

Interview Preparation

While developing the interview questions is the most important aspect of the interview process, being prepared is a close second. In preparing for the interview, you should review the following:

- All documents submitted by the applicant as part of their application packet (Application, Resume, Cover Letter, CV, Supplemental Questions, etc.)
- Review your interview questions for completeness and clarity. (If you don’t understand the question neither will the candidate.) Best Practice: Test questions on an outsider.
- Review the structure of the interview and go over it with the committee prior to the candidate’s arrival. If each panel member is going to ask questions make sure they are clear on what the question is asking.

Interviewer Biases

- Stereotyping
  - Making the assumption that a candidate doesn’t fulfill the needs of the position based on past experiences with similar candidates.

EOE/AA-M/F/Vet/Disability
The candidate should be viewed in their own light. Just because two individuals resumes or applications look similar doesn’t mean that they will have the same ability. Allow the applicant to respond to the questions and evaluate the response base on the content provided.

- **Inconsistency in Questioning**
  - This happens when the wording of a question is altered both intentionally and unintentionally or the question is not asked to all applicants. The way a question is asked can also shape the candidates’ response.
  - To avoid inconsistent questioning, it is imperative to ask questions as they are written on the interview guide. If a question needs to be re-worded, make sure that the re-wording of the question is noted for future interviews. It may also be necessary to have the questions presented by the same member of the interview panel every time.

- **First-impression Error**
  - First impression clouds the entire interview.
  - First impressions are often misleading. Each portion of the interview should be evaluated on its own merit. While this may be easier said than done, the best practice is to take notes and revisit only those notes for the question you are scoring.

- **Negative Emphasis**
  - Rejecting a candidate on the basis of a small amount of negative information. Usually based on dress or nonverbal communication.
  - Base your reactions on the content in which the candidate is conveying. Try to eliminate perceptions based on negative information or appearances. Please keep in mind the type of position for which you are seeking to fill.

- **Halo/Horn Effect**
  - Interviewer allows one strong point that they value to overshadow all other information. Halo for when it works in favor of the candidate, Horn for when it works against.
  - Evaluate each response on its own merit. Take notes on the individual question and base your scoring on that individual response.

- **Nonverbal Bias**
  - Interviewer makes assumptions about a candidates’ fit base on non-verbal communication.
  - Avoid making general assumptions all together. There may be outlying factors as to why an individual has the non-verbal response that they do. Be sure to focus your attention to the content provided in the verbal response.

- **Contrast Effect**
Strong candidates who interview after weak ones may appear more qualified than they really are.
  o Candidates need to be evaluated on their own skills and abilities. When scoring an interview response you should score each candidate as you would if it was the very first interview you were conducting for the particular opening. Comparing candidates will only allow you to overlook the abilities of a uniquely qualified individual.

Similar to Me Error
  o Selecting or in some cases not selecting an individual because they responded or show a similar background to you.
    o While we all think that we are the best fit for every position, it is important to evaluate the needs of the position and the abilities of the candidate. We all have our strengths and weaknesses, so selecting an individual based on similar attributes may not provide you with the advantage that you are looking for. On the flip side just because someone show some of the same skills and abilities as you doesn’t mean that they don’t have other abilities that can contribute to the success of the position, department, or college.

Cultural noise
  o Candidate provides “politically correct” responses.
    o Interviewing is a skill that can be acquired, and saying the “politically correct” response is something that is often coached when developing interview skills. While it is great to get the right answer, it really does very little for evaluating a candidate’s ability. When a generic response is provide it is important to dig in with follow up questions to ensure that the candidate fully demonstrates understanding of what the question seeks to determine.

Post Interview Task

- Immediately following the departure of the candidate, complete your rankings of the candidate’s responses on the structured interview guide. Best Practice: Discussion of the interview should be withheld until the individual evaluations have been completed. One exception to this practice would be for, subject matter expert input on technical questions in which you do not have knowledge.
- Return all interview materials to the HR Representative participating in the interview panel.
- Once all scoring is complete, discuss any concerns and/or the next desired steps.
**EEO:**

The College ensures equal opportunity and equal access without discrimination or harassment on the basis of race, color, religion, sex, sexual orientation, marital status, gender identity or expression, national origin, citizenship, age, disability, veteran status/military status, genetic information or any other characteristic protected by law. The College prohibits any such discrimination or harassment.

**AA Statement:**

As part of Blue Ridge CTC's commitment to equal employment opportunity, it will seek to ensure affirmative action to provide equality of opportunity in all aspects of employment, and that all personnel activities, such as the recruitment, selection, training, compensation, benefits, discipline, promotion, transfer, layoff and termination processes remain free of illegal discrimination and harassment based upon age, ethnicity, disability status, national origin, race, color, religion, gender, sexual or gender orientation, marital status, genetics, and veteran status unless prohibited by law. Regular review by Blue Ridge CTC, as described in this AAP, helps to ensure compliance with this policy.
**Individual Interview Evaluation Sheet**

Position Title  Security  Date ________________

Candidate Name: ________________________________________________

Thank you for helping us select the best employee for the college. Your reaction and comments will determine whether this individual is accepted as qualified and used to determine their standing relative to other applicants for this position. Your responses and comments may be used in the future to prepare other interview questions and evaluations.

Please complete each individual rating and comment at the end of each response by the interview. Please complete the overall comment section after the interview is complete but prior to beginning another interview.

*For each of the question below, circle the rating most appropriate.*

**Question**

<table>
<thead>
<tr>
<th>Poor response</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</table>

**Expert response**

1. Explain how your past work experience makes you the best fit for this?  

   Comment: ______________________________________________________

2. If you found out a fellow security guard was accessing information they shouldn't be, but in your opinion it wasn't vital or important information, what would you do?  

   Comment: ______________________________________________________

**Post interview impressions:**

3. How well do you think this candidate will be able to “connect” with both internal and external customers including students?  

   Comment: ______________________________________________________

Interview 1 2 3 4 5  Application 1 2 3 4 5

Interviewer: ____________________________________________________

EOE/AA-M/F/Vet/Disability
### Exhibit B

**Interviewer's Guide to Lawful Pre-Employment Inquiries**

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>LAWFUL INQUIRIES</th>
<th>UNLAWFUL INQUIRIES</th>
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<tbody>
<tr>
<td><strong>Age</strong></td>
<td>Whether the applicant meets the minimum age requirement set by law; if required as a Bona Fide Occupational Qualification (BFOQ); or After hire, if inquiry serves a legitimate record-keeping purpose.</td>
<td>That applicant state age or date of birth. That applicant produce proof of age (birth certificate, baptismal record). Specifications such as: &quot;young&quot;, &quot;college student&quot;, &quot;recent college graduate&quot;, and &quot;retired person.&quot;</td>
</tr>
<tr>
<td><strong>Arrests &amp; Convictions</strong></td>
<td>Inquiries about convictions that bear a direct relationship to the job and have not been expunged or sealed by the courts. Consideration should be given to the nature, recentness and rehabilitation.</td>
<td>Inquiries about a candidate's general arrest and conviction record.</td>
</tr>
<tr>
<td><strong>Citizenship, Birthplace</strong></td>
<td>After employment, verification of legal right to work (all new hires).</td>
<td>Whether applicant, parents or spouse are naturalized or native-born U.S citizens. Birthplace of applicant, parents or spouse. Requirement that applicant produce naturalization papers. Inquiries regarding: the number and ages of children; what child care arrangements have been made; family planning.</td>
</tr>
<tr>
<td><strong>Dependents</strong></td>
<td>Whether applicant is able to perform the essential functions of the job with or without reasonable accommodation.</td>
<td>Requirement that applicant take medical examination or provide information about workers' compensation claim(s) before a job offer. General inquiries into the applicant's state of health or the nature and severity of a disability.</td>
</tr>
<tr>
<td><strong>Disability</strong></td>
<td>That applicant demonstrate how she/he would perform the job and with what accommodation(s). After a job offer, but before hire, require medical examination for all similarly situated entering employees.</td>
<td>Inquiring if all applicants have a valid driver's license regardless of job.</td>
</tr>
<tr>
<td><strong>Driver’s License</strong></td>
<td>Inquiry if driving is necessary to the job.</td>
<td>Whether applicant is: single, married, divorced, widowed, etc.; Mr., Mrs., Miss, Ms. Inquiries regarding the names and ages of spouse or children.</td>
</tr>
<tr>
<td><strong>Marital Status</strong></td>
<td>Job related inquiries into military experience in the U.S. Armed Forces or state militia (e.g. branch, occupational specialty).</td>
<td>Inquiries regarding foreign military experience. Whether honorably discharged.</td>
</tr>
<tr>
<td><strong>Military Service</strong></td>
<td>Whether the applicant has used another name (for the purpose of verifying past work record).</td>
<td>Inquiries or comments about the name that would reveal applicant's lineage, national origin, marital status, etc. (e.g. maiden name?) Mr., Mrs., Miss, Ms.?</td>
</tr>
<tr>
<td>SUBJECT</td>
<td>LAWFUL INQUIRIES</td>
<td>UNLAWFUL INQUIRIES</td>
</tr>
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<tr>
<td><strong>National Origin</strong></td>
<td>What languages applicant reads, speaks or writes fluently if relevant to the job or if required as a Bona Fide Occupational Qualification. Inquiries regarding memberships in job-related clubs and organizations. Applicants may omit those that reveal the race, religion, age, sex, disability, etc. of applicant.</td>
<td>Inquiries regarding: applicant's nationality, ancestry, lineage or parentage; nationality of applicant's parents or spouse; maiden name of applicant, wife or mother.</td>
</tr>
<tr>
<td><strong>Professional Associations</strong></td>
<td></td>
<td>Requesting the names of all organizations, clubs, and associations to which the applicant belongs. Inquiries regarding how the applicant spends his/her spare time.</td>
</tr>
<tr>
<td><strong>Race, Color</strong></td>
<td></td>
<td>Inquiries regarding: applicant's race; color of applicant's skin, eyes, hair or other questions directly or indirectly indicating race or color; applicant's height (unless a Bona Fide Occupational Qualification).</td>
</tr>
<tr>
<td><strong>References</strong></td>
<td>Inquiring by whom was applicant referred. Requesting names of persons willing to provide professional or character references. Making job related inquiries of references.</td>
<td>Requiring the submission of religious references. Inquiries of references that would elicit information on applicant's race, color, national origin, age, marital status, disability or sexual orientation.</td>
</tr>
<tr>
<td><strong>Religion</strong></td>
<td></td>
<td>Inquiries regarding applicant's religious denomination or affiliation or religious holidays observed. Any inquiry that would indicate or identity religious customs or holidays observed.</td>
</tr>
<tr>
<td><strong>Sex</strong></td>
<td>Inquiry only if required as a Bona Fide Occupational Qualification.</td>
<td>Inquiries regarding: applicant's sex; Mr., Mrs., Miss, Ms.; if applicant is expecting, planning a family or uses birth control.</td>
</tr>
<tr>
<td><strong>Sexual Orientation</strong></td>
<td></td>
<td>Any inquiry concerning an applicant's heterosexuality, homosexuality or bisexuality.</td>
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Exhibit C

Sample Interview Questions

Accountability

General
- Tell us about a time when despite careful planning, things got out of hand or did not work out and what did you do?
- Tell us about an occasion when you chose, for whatever reason, not to finish a particular task?
- Tell us about a time your supervisor was absent and you had to make a decision?
- What steps have you taken to enable you to become more effective in your team?
- What have you done to become more effective in your career?
- How have you handled special responsibilities or assignments that have been given to you that may not be part of your routine?
- Tell us about a time when your performance did not live up to your expectations? What did you do?
- How do you motivate yourself to complete unpleasant assignments?

Advanced
- Would you rather design/develop plans and procedures or implement/Manage them? Why?
- Have you had to make and/or implement an unpopular decision/policy and why did you make the decision or support the decision?

Adaptability
- What types of people do you get along with best?
- How do you work with people whom you don’t get along with?
- Have you worked for more than one manager and how did you cope with it?
- Give us an example of a crisis situation you were involved in and what did you do to help resolve it?
- What professional situations cause you to feel awkward and how do you handle them?
- How many projects can you handle at a time? Give an example when this occurred.
- How do you prioritize your projects?
- How do you handle repetitive tasks?
- Describe a situation when your work was criticized. How did you react?
- Describe a situation where you had to work with someone who was difficult, how did you handle it?
- How do you deal with conflict?
- In what kinds of situations do you find it most difficult to deal with people?
Communication

General

- Tell us about the kinds of communication you use at work?
- How important was communication and interaction with others in your last job?
- How would you rate your communications skills? Why?

Co-workers

- How have you communicated concerns/criticisms to co-workers? Do you feel you were effective?
- How do you communicate with co-workers whom you have personal problems with?

Supervisors

- How can a supervisor establish effective communications with staff?
- Are there additional considerations in communicating to groups of employees versus individual employees?
- What are some good rules to keep in mind when directing employees?
- In what instances is written communication better than verbal communications?
- Have you ever had to give an employee bad news (vacation denied, etc.)? How did you deliver this information?

With Your Supervisor

- Communicating with your supervisor is an important aspect of all of our jobs. In addition to being brief, what guidelines should you follow to communicate effectively with your supervisor?
- What are the reasons for communicating with your superiors?
- How would your supervisor rate your communications skills?
- Have you ever had to criticize or tell your supervisor you were wrong? How did you do this?

Customer Quality Focus

General

- What does good customer service involve?
- What are the steps involved in successfully handling an irate customer?
- Tell us about your experience in dealing with the public.
- Give us an example of a situation you handled with superior customer service.
- Tell us about a situation in which you dealt with a customer and what you would have done differently.
- How would you handle a customer who used abusive language?
- Tell us about your experience in working a customer service counter.
Advanced

- Name two criteria essential to establishing effective service standards.
- What are some of the ways to measure customer/user satisfaction?
- What steps can you take to establish a "customer first" attitude in the organization?
- If you wanted to improve the service that you provide to your customers, what would you do first? What efforts have you made in your job to improve the level of customer satisfaction?

Inclusiveness

- Define diversity.
- Tell us about a situation in which you were required to work with diverse groups of people within your organization?
- What was the most important step that you took to work effectively in diverse environments?
- To what extent have your assignments required interface with diverse population?
- In what kinds of situations do you find it most difficult to deal with people of varying interest or different background?
- To what extent have you worked in an ethnically, socio-economically, and/or culturally diverse community?
- Tell us about your experience in dealing with a variety of different people.

Leadership

General

- One of the requirements for this position is that the individual be a self-starter. Give us an example of your ability to be a self-starter.
- In a professional setting, are you a member or a leader of a team?
- Define leadership.
- What personal qualities should a leader have?
- What is your strongest leadership skill and how will it assist you with this job?
- Provide us with an example of your leadership ability.
- What is the importance of leadership in the organization?
- What role does leadership play for a supervisor or manager?
- What have you done to develop your leadership skills?
- Tell us about a situation in which you demonstrated your leadership ability.

Advanced

- What is the difference between a leader and a manager?
- Discuss the different styles of leadership you use in accomplishing your management role.
- What motivational techniques do you use with your work unit?
- What can a supervisor do to enhance an employee’s job and the employee’s motivation?
What motivates employees?
A subordinate has not been successful on a task, how do you offer constructive feedback?
What are some of the ways in which a supervisor can motivate staff? Or de-motivate staff?
Tell us about a situation where you motivated your staff to extraordinary accomplishments.
Cite some of the circumstances under which a leader is not successful. What do you attribute this lack of success to?

Occupational Knowledge/Technology Orientation

What steps have you taken to enable you to become more effective in your position and what strengths will you bring to this position?
One of the responsibilities of the position is to better utilize technology when performing the functions of the office. Assuming that there is little use of technology in our office, what would you do to enhance the utilization of technology here?
If we were to offer you this position, how do you imagine that you would spend your first two weeks?
What computer software (word processing, spreadsheets, database) programs are you most comfortable using? What specifically did you do with Excel or Access database etc.?

Team Focus

General

How do you establish working relationship with new people?
How do you see your responsibilities as a group member?
What are the important qualities a person should have to become an effective team member?
What are the characteristics of a successful team?
Tell us about an unsuccessful team of which you were a member. What, if anything, could you have done differently?
Tell us about a successful team of which you were a member. What was the most outstanding characteristic of that team? What did you contribute?
What qualities do you have that make you an effective team player?
Do you work better by yourself or as part of a team?
What can you contribute to establish a positive working environment for our team?
What type of people do you work best with?

Advanced

What factors would you consider in assembling a project team?
Name some of the pitfalls to be avoided in building an effective team.
Give us examples where you introduced ideas or processes that have made a team become more productive?
What actions can a supervisor take to establish teamwork in the organization?
What are the advantages, if any, of establishing team goals as opposed to individual goals?
**Experience and Education**

**Education**

- How have your educational and work experiences prepared you for this position?
- Why did you choose to major in the course that you have completed or that you are attending?
- What aspect of your education applies to this position?
- What have you done outside of formal education to improve yourself?
- What training opportunities have you taken advantage of and why?
- What additional training will we have to provide for you if we hire you?

**Experience**

- Tell us about yourself.
- How are you qualified for this job?
- How does your current job qualify you for this position?
- How does your experience qualify you for this job?
- Describe a typical day at your present position.
- Tell us about a specific area of responsibility that you have enjoyed.
- What were your three greatest accomplishments on your last job?
- What are some of the things on your current job you have done well?
- What have you learned from the jobs you've had?
- What is the most difficult assignment you have had?
- What accomplishment on the job are you the most proud of?
- What steps have you taken to improve your job skills?
- What significant contributions have you made to the operation of your work group?
- How has your current position prepared you to take on greater responsibilities?
- What makes you more qualified than the other candidates?
- Why do you want to leave your current job?
- How has your job prepared you to take on greater responsibility?
- Tell us about your qualifications for this position.
- What actions have you taken in your current or previous positions to prepare you for this position?
- What steps have you taken in the past two years to improve your qualifications?
- In the areas where your experience falls short for this job, what steps will you take to make up for this shortfall?
- Describe yourself. What skills and abilities do you have?
- Recall an incident where you made a major mistake. What did you do after the mistake was made? What did you learn from this mistake?
- What is the greatest failure you've had? What would you have done differently?
- What action on the job are you the least proud of?
- Tell us about a difficult situation that you encountered and how you resolved it.
- Please tell us about the most difficult job-related task you have faced.

EOE/AA-M/F/Vet/Disability
Supervision and Management Experience

- What experience have you had in supervision?
- What is the role of a supervisor?
- What experience have you had in resolving grievances?
- What experience have you had in investigating discrimination/sexual harassment complaints?
- What do you like the best about supervision?
- What do you like the least about supervision?
- What has been your most positive experience in supervision?
- What has been your most negative experience in supervision?
- Which aspect of supervision did you feel the most comfortable with?
- Which aspect of supervision did you feel the least comfortable with?
- Give us an example of a situation that you handled which would demonstrate your ability to supervise.
- Have you had any experience in applying the provisions of the Americans with Disabilities Act?
- Having supervisory experience you may have run into problems with a member of your staff. What type of problem did you encounter and how did you handle it?
- What aspect of supervision is most difficult for you and why?
- What aspect of supervision is the easiest for you and why?
- Tell us about your most difficult supervisory experience and how did you handle it?
- Tell us about your most difficult supervisory experience and what did you learn from it?
- Have you hired staff? What qualities did you look for?
- Tell us about your experience in supervising clerical staff.
- What experience have you had in supervising field workers?
- Tell us about your experience in supervising professional staff.
- Tell us about your experience in supervising technical staff.
- Have you had an opportunity to supervise staff in a number of different functions, such as professional and clerical? Tell us about your experience.
- Under which circumstances would you refer an employee to the employee assistance program?
- What is the most challenging situation that you’ve had with your subordinate supervisors? How did you handle it?
- How would you assess your ability as a supervisor?
- Describe your most ideal and least ideal boss?
- What work-related items have you been criticized for in the past two years?
- What characteristics are most important in a good manager/ supervisor? How have you displayed them?

Judgment

- Describe a project that best demonstrates your analytical ability?
- Tell us about a situation where you made a mistake. How did you handle the mistake and what was the resolution?
- Under what circumstances should you bypass your supervisor and go to your supervisor’s supervisor?

EOE/AA-M/F/Vet/Disability
- Give us a situation that illustrates your ability to exercise good judgment.
- In instances where you are required to assert yourself, what do you do to assert yourself effectively?
- Tell us of a time work quality had been compromised due to time constraints or resource constraints.

**Problem Solving**

- What are the essential elements of effective problem solving?
- Provide us with an example of your problem-solving ability.
- Tell us about a situation in which you were required to analyze and solve a complex problem.
- How have you incorporated collaborative problem solving in your organization?
- What are the benefits of participative problem solving?
- When you are confronted with an unprecedented decision, what do you do?

**Strengths and Weaknesses**

**Strengths**

- We are looking at a lot of great candidates; why are you the best person for this position?
- What are your three personal strengths?
- Assume that you're one of the top 2 candidates for this position; tell us what may set you apart from the other candidate?
- What makes an individual successful and why do you think that these attributes make someone successful?
- What part of your current job are you the most comfortable with?
- What skills do you have that you feel could enhance this position?
- What do you know about our organization?
- Where do you think your interest in this career comes from?
- What motivates you to improve and progress in your career and why are you motivated by these things?
- To what do you owe your present success?
- What goals have you set for yourself? How are you planning to achieve them?
- Tell us about a situation that would exemplify your integrity.

**Weaknesses**

- What is your greatest weakness?
- Name your three greatest weaknesses.
- Which is the worst of your three greatest weaknesses and why?
- What part of your current job are you the least comfortable with?
- What are your weak points and how have you overcome them?
- What are the three areas in which people would say you need to improve?