



EMPLOYMENT INTERVIEWING

(A Quick Reference)

Legal Do's and Don'ts: Minimizing Risk

Pre-Employment Inquiry Guidelines to Questions You Can Legally Ask

Subject	Acceptable	Unacceptable
Age	If hired, can you provide proof that you are 18 years of age?	What is your date of birth? What is your age?
Residence	What is your present address? How long have you resided at that address? What is your former address?	Do you own or rent your residence? Give the names and relationships of persons residing with you.
Photograph / Fingerprints	A photograph and/or fingerprints may be required after hire for an identification card or other ID purposes.	Submit a photograph with your application form or after the interview.
Education	List your academic, vocational or professional education and the public and private schools you have attended.	List the dates you attended or graduated from high school or college.
Citizenship	Are you a citizen of the United States? If not, are you prevented from becoming legally employed because of visa or immigration status?	Of what country are you a citizen? Are you or other members of your family naturalized citizens? If so, when did you or they become citizens? Do you intend to become a U.S. citizen? Attach a copy of your naturalization papers to your application form.
National Origin / Ancestry / Language	What languages do you read, speak or write fluently? <i>(Ask only if another language is necessary to perform the job.)</i>	What is your lineage, ancestry, national origin, decent, parentage, or nationality? What is your native language? What is the nationality of your parents and spouse?
Height and Weight	None, unless employer proves that a bona fide occupational qualification is involved.	What is your height and weight?
Arrests and Convictions	Have you ever been convicted of a crime? <i>(If the application form asks for information on convictions, the employer must indicate that a conviction itself does not constitute an automatic bar to employment and will be considered only insofar as it relates to fitness to perform the job in question.)</i>	Have you ever been arrested? Have you ever been charged with any crime? Have you ever been convicted?

Legal Do's and Don'ts: Minimizing Risk

Subject	Acceptable	Unacceptable
Marital or Family Status / Name	None. <i>(An employer may ask all applicants, male and female alike, if they have any commitments or responsibilities that might prevent them from meeting attendance requirements or if they anticipate lengthy absences from work.)</i>	What is your marital status? What is your spouse's name? What was your maiden name? How many children do you have? Are you pregnant? Do you plan to have children? What day care provisions have you made for your children?
Relatives	List the names of any relatives already employed by the Company or by a competitor.	List the names and / or addresses of all relatives.
Organizations	List any professional, trade, or service organizations of which you are a member.	List all social organizations, clubs, societies, and lodges to which you belong.
Disabilities	Are you capable of performing the necessary assignments of this position in a safe manner?	Are you disabled?
Religion	None. <i>(An employer may state the regular work days, hours and shifts to be worked, as well as religious days on which operations are closed.)</i>	What is your religious affiliation? What religious holidays do you observe? Would your religious beliefs prevent you from working on those days?
Race	None.	Any notations regarding candidate's race, skin color, eye color, hair, etc.
Military	Were you a member of the U.S. Armed Forces? What skills did you acquire while in the military? Was your separation from the military for any reason other than an honorable discharge? Have you received any notice to report for duty in the Armed Forces?	Have you had military experience in the Armed Forces of any country other than the U.S.? What was the date and conditions of your discharge? What is your National Guard or Reserve unit?
References	Please provide the names of people willing to provide professional and / or character references. Who suggested you apply for a position with us? Would you consent in writing to allow your former employers to give us a narrative job reference?	Who is your pastor or religious leader? <i>(An employer may not ask questions of the candidate's former employers or acquaintances that elicit information concerning the candidate's race, sex, color, religion, national origin, physical handicap, age, medical condition, marital status, or sexual orientation.)</i>

Interview Process

Prepare for the Interview

- Look for information / time gaps, inconsistencies
 - Look for special achievements / talents
 - Prepare a list of topics
 - Prepare your sequence of topics / questions
 - Determine length of interview
 - Let the receptionist know who's coming and when
 - Gather your materials
 - Prepare interview setting
-

Interview Etiquette and Effectiveness

- Maintain eye contact
 - Smile
 - Be attentive
 - No interruptions (phones, visitors, other employees)
 - Be organized
 - Silence is not bad – give the candidate a chance to think
 - Avoid distracting behaviors like covering your mouth with your hand, drumming a pencil or fidgeting
 - Never argue with a candidate
 - Avoid criticizing, cross-examining, or giving the appearance of “sizing up” the candidate
 - Don't give the impression of being in a hurry
 - Give the candidate time to sell himself / herself
 - Avoid sharp or negative questions
 - Take notes – tell the candidate up front that you will be taking notes
-

Interview Process

The Sell

- ❑ As an interviewer, you are the candidate's first contact with the company and need to make a positive impression
 - ❑ Soft sell the company – every candidate should leave the interview with a positive impression
 - ❑ Review benefits
 - ❑ Don't oversell the position, be factual, but be positive
-

Interview

- ❑ Greet the candidate by name
 - ❑ Put the candidate at ease with small talk
 - ❑ Give an overview of what you want to accomplish
 - ❑ Inform the candidate of other scheduled interviews if more than one interview is scheduled for that day (names and titles)
 - ❑ Have the candidate discuss his / her recent job experience and concrete aspects of his / her background at the beginning of the interview
 - ❑ Elicit information from candidate:
 - Closed ended questions – fine for facts, but use sparingly because they don't encourage the candidate to talk
 - Open ended questions - force the candidate to elaborate, most questions should be of this type
 - Hypothetical questions – where you set up a “what if” situation, can give insight into how a candidate thinks
 - ❑ Describe the position
 - ❑ Answer questions
 - ❑ Close: Include information such as when the candidate can expect to hear from you or expect a decision and how he / she can reach you if there are further questions
-

Interview Process

Post-Interview

- After each interview, review how you handled yourself
 - Did you prevent interruptions?
 - Did you put the candidate at ease?
 - Did you get the information you needed?
 - Did you probe deeply enough into important areas?
 - Did you concentrate on listening?
 - Did you stay in control of the interview?
 - Did you end on an appropriate note?
 - How well were your questions organized?
 - How was the pace of the interview?

General Phone Screening Questions - Notes

Name: _____ Position Applied For: _____
Location: _____ Date: _____
Interviewer: _____

Introduce yourself then explain about the position and a little about the Company. Close with any job offers being contingent upon passing (drug screen / background investigation).

- 1. What is your reason for seeking new employment / why are you leaving your current / previous position?*
- 2. What kind of work have you done in the past?*
- 3. What are your salary requirements?*
- 4. Why are you interested in a position with us?*
- 5. If there are certain experiences or skills required, confirm the level of experience or skills.*
- 6. What hours are you available to work?*

Schedule follow-up interview? Yes _____ No _____

Comments:

Interview Questions - Notes

Name: _____ Position Applied For: _____
Location: _____ Date: _____
Interviewer: _____

Introduce yourself then explain about the position and a little about the Company. Close with any job offers being contingent upon passing (drug screen / background investigation).

1. What were / are your major responsibilities / duties at your present / previous position?

2. Inquire about any gaps in employment.

3. Salary history / requirements:

4. What is your reason for seeking new employment / why did you leave your old job?

5. What characteristics did the best manager you've ever worked for possess? Worst?

Comments:

STANDARD QUESTIONS FOR EVERY CANDIDATE (on Interview Notes Form):

1. What were / are your major responsibilities / duties at your present / previous position?
2. Inquire about any gaps in employment.
3. What is your salary history? What are your salary requirements?
4. What is your reason for seeking new employment / why did you leave your old job?
5. What characteristics did the best manager you've ever worked for possess? Worst?

SAMPLE QUESTIONS

Optional questions for any candidate:

1. Do you currently have unrestricted employment authorization that will allow you to work with any employer in the United States (for example, if you have or are currently in non-immigrant status E, F, H, J, L or TN, then your answer to this question should be NO). If no, then what is your proposed basis for your employment application?
2. Describe the best job you've ever had.
3. Why do you think you would like to work here?
4. What did / do you like about your current / previous position?
5. How would your boss describe you as a worker? What about your coworkers?
6. Define a good work atmosphere.
7. Tell me about a time you missed a deadline, what caused it and how did you overcome it?
8. What do you want most in a job? What motivates you?
9. What are your goals? How do you plan on accomplishing them?
10. Tell me about a team project you were involved in. What was your role?
11. Tell me about a subordinate who has become successful as a result of your management. What was your role in his / her development?
12. Describe a typical day in your current / past position.
13. Under what conditions do you work the best / worst?

Optional questions for Exempt positions:

1. What is the most complex project you have worked on and how did you go about planning it?
2. When faced with a large-scale project, how have you handled the past and rollout of that project?
3. Can you tell me about the different software programs you are currently using? (Word, Excel, PowerPoint, Outlook, etc.)
4. If you were to take me through a typical day, how much interaction do you have with internal / external customers?

The following are for Management candidates in addition to the above:

5. What do you consider to be the most difficult tasks that a Manager faces on a day-to-day basis?
6. How many employees have you managed? In what type of environment?
7. Are you available to travel?

Optional questions for Technical positions:

8. Software / Hardware / Operating Systems / Languages / Applications knowledge / depth of involvement. What is the most difficult task you've had to perform in them?
9. Have you completed full lifecycle projects?
10. Do you write / analyze code?

Optional questions for Non-exempt positions:

11. Do you have a shift preference? Are you willing to work other shifts?
12. Are you available to work overtime? How do you feel about it? Have you worked overtime before?
13. Are you available to work weekends / holidays? How do you feel about it? Have you worked weekends / holidays before?

INTERVIEW EVALUATION FORM

Candidate:

Position:

Interview Date:

Interviewer:

Please evaluate the applicant in the following categories on the relevance and requirements of the position. This form should be completed immediately following the interview. Rate the applicant by selecting the box corresponding to the appropriate number on the chart below.

<u>CATEGORIES</u>	High									Low
Overall Knowledge/Skills	<input type="checkbox"/> 10	<input type="checkbox"/> 9	<input type="checkbox"/> 8	<input type="checkbox"/> 7	<input type="checkbox"/> 6	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
Technical Knowledge	<input type="checkbox"/> 10	<input type="checkbox"/> 9	<input type="checkbox"/> 8	<input type="checkbox"/> 7	<input type="checkbox"/> 6	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
Experience and/or Accomplishments	<input type="checkbox"/> 10	<input type="checkbox"/> 9	<input type="checkbox"/> 8	<input type="checkbox"/> 7	<input type="checkbox"/> 6	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
Flexibility & Adaptability	<input type="checkbox"/> 10	<input type="checkbox"/> 9	<input type="checkbox"/> 8	<input type="checkbox"/> 7	<input type="checkbox"/> 6	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
Interpersonal Skills	<input type="checkbox"/> 10	<input type="checkbox"/> 9	<input type="checkbox"/> 8	<input type="checkbox"/> 7	<input type="checkbox"/> 6	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
<ul style="list-style-type: none"> • Energy level • Listening • Enthusiasm 	<input type="checkbox"/> 10	<input type="checkbox"/> 9	<input type="checkbox"/> 8	<input type="checkbox"/> 7	<input type="checkbox"/> 6	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
OVERALL RATING	<input type="checkbox"/> 10	<input type="checkbox"/> 9	<input type="checkbox"/> 8	<input type="checkbox"/> 7	<input type="checkbox"/> 6	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1

Pertinent comments may be listed in the space provided below.

General qualifications and overall strengths and limitations as they relate to this position.

Strengths: _____

Limitations: _____

In your opinion, should we consider this person for employment in this position? Yes No

In your opinion, should we consider this person for employment in any position? Yes No

If yes, to whom should we route the resume?