

Additional Information

Sample Interview Questions and Inappropriate Topics

Questions to Ask:

I. Past Work Experience in General:

1. Please describe your present responsibilities and duties
2. How do you spend an average day?
3. How has your current position changed from the day you started until now?
4. Describe the most complex problem you had to solve in your last/current assignment
5. Discuss some of the problems you have encountered in your past positions
6. What do you consider to be your most important accomplishments in the last three positions you've held?
7. What were some of the setbacks or disappointments you experienced in the last three positions you've held?
8. Why did you leave your last employer/why would you consider leaving your current employer?
9. What would you want in your next job that you are not getting now?
10. Describe your involvement with committees, your role on the committees, and what you learned from each experience.
11. In previous positions, how much of your work was accomplished alone and how much as a team effort?
12. What was the most radical idea you ever introduced to an employer, and what was the result?
13. Give an example of a time when you questioned a policy or procedure when it might have been better or easier to go along with it.
14. What kinds of policies and procedures have you created and to whom did you take them for approval?
15. Describe the most difficult interpersonal challenge you have been faced with and what did you do about it?
16. Have you had public speaking experience? If so, who was the audience, and what was the purpose: selling, informing?
17. Give an example of a potentially volatile situation or individual that you successfully calmed down and how you went about it?
18. Describe a time when you went "beyond the call of duty" to accomplish a task.
19. Describe the most difficult person you have ever worked with and how you handled him or her.
20. Describe a situation in which it was necessary for you to mediate or negotiate a solution or compromise.
21. What kinds of pressures do you find the most difficult to deal with?
22. Describe what you mean by "on-the-job stress."
23. Describe a time when you felt you "lost your cool" on the job and the result
24. Describe the best boss you ever had.
25. Describe the worst boss you ever had.
26. Tell me about a failure in your working life and why it occurred.
27. What could your last employer have done to keep you?

II. Relevant education and training:

1. Why did you choose the particular college you attended?
2. What determined your choice of major?
3. How do you think college contributed to your overall development?
4. In what way do you believe your education and training has prepared you for this position?
5. What special training do you have that is relevant to this position?
6. What licenses or certifications do you have that are relevant to this position?
7. What professional affiliations do you have that are relevant to this position?

III. The vacant position:

1. In what way does this position meet your career goals and objectives?
2. If you were hired for this job, in what areas could you contribute immediately and in what areas would you need additional training?
3. What changes and developments do you anticipate in your particular field that might be relevant to this position?
4. What are your salary expectations if offered this position?
5. Can you perform all the essential functions of this job with or without reasonable accommodation?
6. Are you able to travel as required by this position?

7. Are you able to relocate if necessary?

IV. Attendance and punctuality:

1. How many days of work did you miss, other than for medical reasons, in the last year you worked?
2. How many times were you tardy in the last year you worked?
3. What do you consider to be good attendance?
4. What do you consider to be a legitimate reason for missing work?
5. Do you know of any reason why you would not be able to get to work on time on a regular basis?
6. Are you able to work overtime?

V. Clerical/secretarial work:

1. What word processing systems have you worked with, and what are the advantages and disadvantages of each?
2. Describe the kinds of telephone and receptionist duties you have had, being specific about the number of calls and walk-ins you received in a typical day.
3. Describe your past experience with scheduling of appointments.
4. Give me an example of tasks you performed that required attention on detail, and what you did to ensure accuracy.
5. What are some of the more unusual assignments you have been given?
6. What kinds of filing systems have you used and/or created?
7. Which decisions could you make on your own, and what did you refer to your boss?
8. What kinds of reports did you develop, create, or produce?
9. What volume of mail did you typically process in a day?
10. What kinds of correspondence have you written on your own initiative?

VI. Supervision:

1. Describe the positions in which you have had supervisory responsibility. How many people have you supervised and in what kinds of positions? Did you have hiring/firing authority?
2. Give an example of a time when you were disappointed by an employee's lack of accomplishment and what you did about it.
3. What are the generally accepted steps of in progressive discipline?
4. In your experience, what kinds of things motivate an employee?
5. Describe what is best meant by "problem employee."
6. Describe a sticky situation with an employee and what you did about it.
7. Describe an innovative way you handled a conflict of interest involving two or more of your subordinates.
8. What kinds of things can a supervisor do to create a positive working environment?
9. What training and experience do you have in listening skills
10. About how many people have you personally hired in your career?
11. Describe an effective performance planning and review process.
12. What methods of communicating with employees have you found most successful?
13. What recognition and reward systems for subordinates have you found most effective?
14. What is the role of a supervisor, in your opinion?
15. What are the major responsibilities of a supervisor, in your opinion?
16. What is an effective training and orientation program for a new employee?
17. Describe the most serious complaint an employee brought to your attention and what did you do about it?
18. Give an example of the most novel idea an employee presented to you and what you did about it.
19. What is meant by "protected class" under civil rights laws?
20. Under federal wage and hour laws, describe "exempt" and "nonexempt" employees.

VII. Management:

1. What was the level of your decision-making authority in past positions?
2. Describe a decision you made that had an unhappy result.
3. Give an example of a decision you made that backfired and what you did about it.
4. Give an example of a decision you made that turned out better than you believed possible.
5. Describe a time when you made a decision in the absence of a clear policy regarding the issue.
6. Have you experienced political pressure that interfered with your getting the job done?
7. Describe your experience with setting goals and objectives.
8. Describe your experience in developing and monitoring budgets.

9. What fiscal authority have you had in past positions?
10. Give an example of a situation in which a budget overrun was necessary to accomplish a goal.
11. What is the most effective method for setting priorities, in your opinion?
12. What would your current/past employer tell us about your ability to organize your work?
13. Describe a time when your goals conflicted with the goals of the organization and what you did about it.
14. What is your most innovative accomplishment?
15. What is your most creative idea that was turned down?
16. What experience do you have with writing?
17. What have you done in the last five years to improve your writing skills?
18. What have others said about your writing ability?
19. What experience have you had with public presentations? What was their purpose, and what visual aids and kinds of notes did you use?

VIII. Problem Solving:

Briefly describe a situation pertinent to the vacant position, doing so in a way that protects the privacy of individuals involved. Ask an open-ended question- one that does not require knowledge of institutional or departmental policies and procedures- about how the applicant would deal with the situation. Encourage the applicant to think out loud and explain the kinds of solutions he or she might try.

An example:

You are working at the front desk of a busy office. You are answering a 10- line phone bank and have an average of 15 walk-ins per hour to direct to appropriate offices and people. At 4 p.m. on a particularly busy day, an outside salesperson approaches your desk at the same time one of the clerks, who is a friend of yours, comes around the corner crying and headed toward your desk. Two outside lines light up at the same time, and the display on your phone tells you the third call coming in is the president's office. What are you going to do?

Another example:

The supervisor of a small work unit that provides service to students is on vacation and, as a result, you are temporarily in charge of the department. One afternoon, you overhear two unit members talking about an incident that occurred one week earlier. They are discussing a new employee in the department, someone you hired, and describe the employee's losing his temper with a student. You suspected the employee in question had a nasty temper but had nothing concrete on which to base the suspicion. This is the first occasion on which you heard of this incident. What would you do about it?

Questions Not To Ask:

1. What kind of child care arrangements do you have?
2. Does your spouse expect you to be home to cook dinner?
3. What will you do if your children get sick?
4. How do you get to work?
5. How many children do you have?
6. Does your spouse live with you or contribute to your support?
7. Do you own a home?
8. Do you own a car?
9. Do you have any debts?
10. Do you have any loans?
11. Do you plan to get married?
12. Do you plan to have children?
13. What sort of birth control do you use?
14. Are you likely to quit if you get married or have children?
15. Is your spouse likely to be transferred?
16. Is your spouse from this area?
17. Would a white (or black) supervisor create any difficulties for you?
18. How do you feel about having to work with members of a different race?
19. Are you a militant?
20. Do you get along well with other women (or men)?
21. Will it bother you if others swear?
22. What language does your mother/father speak?
23. Were you born in this country?
24. Do you have people in the "old country?"
25. That's an unusual name- what nationality are you?

26. Can you provide a photograph of yourself?
 27. How old are you?

Topics to Avoid During the Interview Process:

arrest records	lawsuits or legal complaints
less than honorable military discharges	ownership of home or rental property
length of residence	gender and marital status
ownership of car	maiden name
form of transportation to work	number of children
loans	ages of children
wage assignments or garnishments	number of preschool children
bankruptcy	spouse's name
credit cards	spouse's education
insurance claims	spouse's income
judgments	form of birth control
citizenship or national origin	family plans
mother's maiden name	child care arrangements
citizenship	conviction record
place of birth	car accidents
other languages spoken	proficiency in speaking, reading, and writing English (unless job related)
disabilities	prior illnesses or accidents
handicap	current or prior medical treatment
hospitalizations	weight
workers' compensations claims	date of high school graduation
age	church affiliation
religion	
social organizations	