

BACKGROUND REVIEW

Application/Resume

The following questions are designed to confirm the information on the candidate's resume.

Educational Background

1. What is the highest level of education you have received?
2. List all the degrees you have earned. Give the name of the institution from which each degree was earned and the field of study of each degree.
3. List any other education or training relevant to the position.

Employment Background

1. Who is your present or most recent employer?
2. What are/were your major responsibilities at (present/most recent) job?
3. Discuss/determine skills and level of expertise related to (position title).
4. Which skills have you acquired in your present or previous positions that make you competitive for this position?
5. What do/did you like best about this position? What do/did you like least?
6. What accomplishments in your present position are you proud of and why?
7. Why are you planning to/did you leave that position?
8. If we were to call your employer, what would they tell us about you?

INITIATIVE

Following is a list of sample questions designed to gather information about an individual's ability to identify tasks that need to be done without specifically being told to do them.

1. Have you found any ways to make your job easier and more rewarding?
2. What do you do differently from other people in the same position?
3. Have you ever recognized a problem before your boss or others in the organization?
How did you handle it?
4. What do you do in your job that is not covered in your job description?
5. We've all had occasions when we were working on something that just "slipped through the cracks." Can you give me some examples of when this happened to you? Cause?
Result?
6. In your past experience, have you noticed any process or task that was being done unsafely/incorrectly? How did you discover it or come to notice it?
7. Are you doing a good job? How do you know?
8. Give me some examples of doing more than what is required in your job?
9. Can you think of some projects or ideas (not necessarily your own) that were carried out successfully primarily because of your efforts?
10. What new ideas or suggestions have you come up with at work?
11. This job requires much time working alone. Tell me about a job or project where you worked unsupervised and were given only general guideline for job/project completion.
12. Have you found any ways to make other employee's job easier or more rewarding?
13. What career accomplishments are you most proud of?
14. What did you do to change the aspects of your job that you dislike?

STRESS TOLERANCE

Following is a list of questions designed to provide information relating to an individual's stability of performance under pressure. These questions are not designed to rate a person's stress level. They are designed to give the interviewer an idea of how the applicant has reacted to past stressful situations.

1. What pressure do you feel in your job? How do you deal with them?
2. Describe the highest pressure situations you have been under recently. How did you cope with them?
3. Tell me how you maintain constant performance while under time and work load pressures.
4. Describe times in the past year when you have been most upset with yourself at work.
5. Describe times in the past year when you have been most upset with someone else at work.
6. Describe the last time a person at work (customer, co-worker, and/or boss) became irritated or lost his/her temper. What did they do? How did you respond? What was the outcome?
7. Tell me about some situations in which you became frustrated or impatient when dealing with (customers, co-workers, and/or boss). What did you do?
8. In your career, what has been your greatest disappointment?
9. We've all lost our temper at one time or another. Describe for me the last time you lost your temper. What had occurred? How did you respond?
10. Give me an example of when your ideas were strongly opposed by a co-worker or supervisor. What was the situation? What was your reaction? What was the result?

PLANNING AND ORGANIZING

Following is a list of questions designed to gather information relating to an individual's ability to schedule work and handle multiple tasks.

1. How do you organize your day?
2. How often is your time schedule upset by unforeseen circumstances? What do you do when that happens? Tell me about a specific time.
3. Describe a typical day .. a typical week. (Interviewer, listen for planning)
4. How do you establish priorities in scheduling your time? Give examples.
5. What is your procedure for keeping track of items requiring your attention?
6. What did you do to get ready for this interview?
7. We have all had times when we just could not get everything done on time. Tell me about a time that this happened to you. What did you do?
8. Tell me how you establish a course of action to accomplish specific long-and-short term goals.
9. Do you postpone things? What are good reasons to postpone things?
10. Give me some examples of projects or tasks where you postponed immediate action. Why?
11. How do you catch up on an accumulated backlog of work after a vacation or conference?

TEAMWORK

Following is a list of questions designed to gather information relating to a person's ability to work and get along with others.

1. We've all had to work with someone who is very difficult to get along with. Give me an example of when this happened to you. Why was that person difficult? How did you handle that person?
2. When dealing with individuals or groups, how do you determine when you are pushing too hard? How do you determine when you should back off? Give an example.
3. From time to time, all of us are confronted by someone who wastes our time at work. Tell me about some situations like that. What did you do?
4. How do you go about developing rapport (relationships) with individuals at work?
5. Give me some examples of when one of your ideas was opposed in a discussion. How did you react?
6. Describe a situation when you found yourself dealing with someone very sensitive. What happened?
7. Describe some situations when you wished you had acted differently with someone at work.
8. Tell me, specifically, what you have done to show you are a team player.
9. We all have ways of showing consideration for others. What are some things you've done to show concern or consideration for a co-worker?
10. When did you last lose your temper at work? Describe the reasons. What was the outcome?
11. How do you keep your co-workers informed with what is going on in the organization?
12. What methods do you use to keep informed with what is going on in your area?

CUSTOMER SERVICE ORIENTED

The following questions help rate the candidate's customer service abilities which can be defined through the following sentences: The ability to listen and understand the customer. Anticipates customer needs. Assigns high priority to customer satisfaction.

1. Give me an example of a time when you dealt with a difficult customer and how your resolved the situation.
2. Describe a time when you felt it was necessary to modify or change your actions in order to respond to a customer's needs.
3. How do you assure your customer's/client's satisfaction?
4. How do you define your customers?
5. Describe a situation where you did everything possible within your authority to satisfy an unhappy customer and were still unable to satisfy the customer. How did the situation influence the way you continued to service your customers?
6. Tell me about a time when you anticipated the problems or needs of an existing customer.

ANALYSIS – DATA INTERPRETATION AND PROBLEM IDENTIFICATION

Data interpretation is the ability to determine and obtain relevant information, identify relationships and determine cause and effect relationships.

1. Give an example of the biggest error you discovered and the magnitude to the bottom line. What process did you follow to discover the error?
2. Give me an example of the biggest mistake you've made in analyzing data and the magnitude to the bottom line. What process did you follow to discover the error?
3. Describe the process you use to determine the effectiveness/accuracy of reports produced within your area(s) of responsibility.
4. Tell us about a time when you had to analyze data and make a recommendation. What kind of thought process did you go through? What was your reasoning behind your decision?

Problem identification is the ability to gain relevant information and identify key issues and relationships from a base of information. Relates and compares data from different sources and recognizes cause and effect relationships.

5. Give me an example of a time when you recognized a problem before your manager/supervisor/peer did.
6. Give me an example of the process you follow to identify errors within your area(s) of responsibility.
7. Describe the biggest problems you faced in the last year and how you handled them.

SENSITIVITY OR SOCIAL PERCEPTIVENESS

The ability to be aware of the impact of one's own behavior on others.

1. Give an example of a time when your actions caused problems for others. What would you do differently now?
2. Describe a situation where you found yourself dealing with someone who was very emotionally sensitive.
3. Tell me about someone who has wasted your time with unnecessary problems.
4. Describe a situation where you wished you had acted differently with someone at work.
5. Tell me about an unpopular decision you made and what was the result.
6. Give me an example of how other areas of the company are affected by your positions.
7. Describe the relationship you have with your co-workers.
8. Describe the relationship you have with your supervisor.
9. Tell me about a time when you had to be persuasive in order to get a point across that was important to you.
10. What do you do to encourage others to openly discuss matters with you?

ABILITY TO LEARN

The ability to assimilate and apply in a timely manner new job related information that may vary in complexity.

1. What area(s) of personal development do you want to improve now and in the future?
2. What new tasks, assignments or responsibilities have you undertaken?
3. How did you gain the experience or learn the necessary skills to successfully perform your present responsibilities?
4. How did you learn the technical aspects of your job and how long did it take you to become proficient?
5. How do you keep informed about important changes in your industry, career field or desired career alternatives?
6. How does your current job (or this job) relate to your career goals?
7. In what area(s) do you lack qualifications and what are you doing about them?

MANAGEMENT/SUPERVISION

The ability to control the movement or behavior of subordinates to succeed in accomplishing the directives of the group; to formulate clear, persuasive goals and to inspire other to work together to achieve these goals.

1. Have you ever been promoted to a position which required you to manage former peers and if so, how did you deal with this touchy situation?
2. Tell me about a manager/supervisor you respected the most.
3. Tell me about a manager/supervisor you had difficulty working with.
4. Describe your management philosophy.
5. What do you like the best about managing/supervising others?
6. What do you like least about managing/supervising others?
7. Describe a time when you had to discipline or correct a friend on the job.
8. What specific strengths do you possess that make you a successful manager/supervisor?
9. Are you a good manager and how do you know?
10. Tell me about the most challenging employee relations situation you've faced and how it was resolved.
11. Describe the most challenging employee termination you've faced. Describe your role and how it was resolved.

LEADERSHIP

These questions relate to an individual's utilization of appropriate interpersonal styles and methods in guiding individuals or a group toward task accomplishment.

1. Tell me about a time you had to take a firm stand with a co-worker. What was the situation? What was difficult about the co-worker? What was the firm stand you had to take?
2. Describe how you instruct someone to do something new. What were you training the to do? Walk me through how you did it.
3. Give me an example of how you facilitate change throughout your group?
4. Tell me about a time you had to you had a new idea or plan of action and wanted your group to buy into it.
5. Tell me about a new idea or way of doing something that you came up with which was agreed to by the boss. What did you do to get it to the right person? What did you do to get the boss to agree? Be specific.
6. Describe any supervisory or leadership training, schooling, or work experience you have had and its relevance to this position.
7. Give a specific example of something you have done that demonstrates you a team player.
8. What leadership skills and experience do you have that would qualify you as an effective leader?
9. What are your long-term and short-term plans for your department? Are they in writing?

If you can't find the appropriate questions, please call Human Resources at 227-2331 and we can give you more examples.