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INTERVIEW QUESTIONS GUIDE & SAMPLE INTERVIEW QUESTIONS

This is an overview of types of interview questions, which can be asked of candidates interviewing for state staff (non-faculty) or management. For questions regarding the recruitment and selection process, please contact your Human Resources Business Partner.

PREPARING FOR AND CONDUCTING THE INTERVIEW QUESTIONS

Developing Interview Questions:

There are several types of interview questions that might be asked. Depending on the type of position that is being recruited for, the content of these questions should be modified to reflect the level and complexity of the position being recruited.

When preparing for an interview, first review the vacancy announcement. Study the key responsibilities of the position and the knowledge, skills, and abilities necessary to perform the job. Determine the minimum and preferred qualifications a candidate needs to successfully perform the job. Use these qualifications to develop your questions.

Structure the questions so the candidate will be able to answer with enough information for the determine the candidate's competency relative to the questions.

It is a good idea to create a screening matrix for each member to use (example matrix is included in the Google Drive). Questions may be asked about job-related knowledge and skills, education and training (if job related), and type of experience.

Questions that are not directly job-related cannot be asked. This may include questions about:

Name	Marital Status, Children, Pregnancy
Residence	Sex, Sexual Orientation, Gender Identity
Age	Race, Color
Religion	Physical Description, Photographs, Fingerprints
Birthplace, Citizenship, National Origin	Mental/Physical Disability, Medical Condition (Post-Offer/Pre-employment, Employees)
Credit Report, Financial Obligation	Organizations, Activities
Arrest, Criminal Record	References
Military Service	Notice In Case of Emergency

Conducting the Interview Questions:

The goal is to objectively rate each candidate on their potential ability to perform the job successfully. During the interview, the candidate should be encouraged to act naturally. Keep eye contact and show genuine interest in each candidate's qualifications. While each department's interviewing questions may differ it is required to ask the same questions of each candidate per position. If you have doubts about the candidate's understanding of the question, or if their answer is not clear, try rephrasing the question to help clarify their response. Keep in mind the timeframe allotted to interview and allow each candidate enough time to thoroughly answer each question as well as potential follow up questions.

Interview Question Notes:

It is important for all members of the Search Committee to document candidate responses to all interview questions. All completed interview responses will be submitted to your HR Business Partner.

EXAMPLES OF INTERVIEW QUESTIONS NOT TO ASK

Subject	Not Permitted
Race, Country of Origin, Citizen Status	What is your ethnicity? Were you born here? Are you a US citizen? Can you provide a birth certificate? What country are your parents from? What is your background? Where were you born? How did you learn Portuguese?
Marital Status, Children, Pregnancy	Are you married? Are you single? Are you pregnant? Are you trying to have a family?
Address	Do you own your own home, or do you rent? Who do you live with? How are you related to the people you live with? Where do you live?
Availability	Directly asking about weekend work could be seen as a proxy question for religious observance. Also, questions about evening work or childcare arrangements can impact females who have childcare responsibilities. Asking if they own a car could be seen as racially discriminatory unless it is a requirement of the job.
Disabilities	Do you have a disability? Have you ever filed a worker's compensation claim? Have you ever suffered a workplace injury?
Sex, Orientation, or Gender Identity	What gender do you identify as? What are your preferred pronouns?
Religion or Creed	What denomination are you? Who is your pastor?

EXAMPLES OF COMMONLY ASKED INTERVIEW QUESTIONS

General Work Experience, Background, Education and Job Interest:

- What would your former coworkers say about you and your performance? If I asked them to provide constructive feedback and tell me two or three areas where you could improve, what do you think they would say?
- What do you consider your greatest professional strength? Your greatest professional weakness?
- Provide us with a summary of your experience as it relates to this position and why are you interested in this position?
- Describe your experience in dealing with the general public, academic personnel, or community organizations.

Career Goals and Self Development:

- What career path have you established for yourself and how does this position fit into your plans?
- What keeps you challenged and motivated to do your best?

Analytical, Problem Solving, Change Management, and Creativity:

- Tell me about a time when you've had to use logic to solve a problem or conflict.
- How often has your work been interrupted by unforeseen circumstances? What do you do when this happens?
- Tell me about a time when you anticipated potential problems and developed preventive measures.

Being Managed:

- Have you ever disagreed with a decision that your boss has made? What did you do?
- What are the characteristics of an effective manager?
- What management style do you prefer to work under?

Interpersonal, Teamwork, and Support:

- Give me an example of a time when working with others produced something more successful than if you had completed it on your own. What were the advantages of working with others in a team? What are some disadvantages of working in a team?
- We all have parts of our jobs that we don't especially enjoy doing. Tell me about a situation when you were asked to perform one of those tasks.
- Can you give me an example of a time when you had to work with someone who was difficult to get along with? How did you handle it?
- What does good customer service mean to you?
- Tell me about an encounter with a customer who was unreasonable in their request. What was the situation and how did you resolve it?

Management, Supervisory, and Negotiation:

- Tell me about a time when you had to discipline an employee. Explain the situation and describe what you did.
- Did you have responsibility for a budget in your department? How did you make budgetary decisions?
- What work responsibilities would you prefer to delegate but cannot? Have you ever delegated something that you wish you hadn't?
- How do you motivate your employees?

- Have you ever tried unsuccessfully to improve the performance of an employee? Why do you think it was unsuccessful?

Time Management, Planning, Organizing, Deadlines Prioritization and Initiative:

- Tell me about a time where you had multiple, competing projects. How did you prioritize your time?
- What systems, processes, procedures, etc. have you set up in your department to make things run more efficiently?
- Give me an example of a situation when you had to follow through on work being done by others. How did you do it?

Written and Oral Communication Skills:

- Tell me about a time when you didn't communicate things as clearly as you should have. What would you do differently now?

Accuracy and Attention to Detail:

- Give me an example of a time when you found errors in your work. What caused the errors? How did you correct your mistakes?
- How do you manage details so that they don't fall through the cracks?