

Interviewing Guidelines and Sample Questions

HRS can provide interview training to ensure consistency, professionalism, and legal compliance. The interview is an opportunity to present Marymount University to candidates in a positive, encouraging, and honest manner, as well as to determine their qualifications for the position. To ensure reliability of the interview, standardized questions shall be utilized so that all candidates experience the same interview process. The same set of interview questions must be asked of all applicants interviewed. The question must seek information concerning the applicant's ability to perform the position and should correspond closely to the required knowledge, skills, and abilities from the position description. This document is a guide to assist in facilitating an interview as described.

I. Competencies

Choose the most important attributes that are required to be effective in the job for which you are interviewing. Start by creating questions from each of the selected competencies to create your list of interview questions.

Within each competency, interview questions can be organized by the following:

1. **Behavioral**: An interview technique that focuses on a candidate's past experiences, behaviors, knowledge, skills and abilities by asking the candidate to provide specific examples of when he or she has demonstrated certain behaviors or skills as a means of predicting future behavior and performance.
2. **Situational**: An interview technique that gives the interviewee a hypothetical scenario and focuses on a candidate's past experiences, behaviors, knowledge, skills and abilities by asking the candidate to provide specific examples of how the candidate would respond given the situation described.
3. **General Competencies**:
 - Business Acumen
 - Change Agent
 - Collaboration Skills
 - Communication Proficiency
 - Customer/Client Focus
 - Decision Making
 - Diversity and Inclusion
 - Ethical Conduct
 - Flexibility
 - Financial Management
 - Global Orientation
 - Human Resources Capacity
 - Human Resources Capacity: Government Contractor
 - Initiative
 - Leadership
 - Learning Orientation
 - Performance Management
 - Personal Effectiveness/Credibility
 - Problem Solving/Analysis
 - Project Management
 - Results Driven
 - Stress Management/Composure
 - Strategic Thinking
 - Teamwork Orientation
 - Technical Capacity
 - Thoroughness
 - Time Management

II. Sample Questions

A. Opening Questions

What do you know about Marymount University?

Tell me why you chose (*name of career*) as your profession.

What do you like most about the (*name of profession*)? What do you like least, and what do you find the most challenging?

Tell us a bit about your work background, and then give us a description of how you think it relates to our current opening.

What are your qualifications in your area of expertise, i.e., what skills do you have that make you the best candidate for this position? Include any special training you have had (on-the-job, college, continuing education, seminars, reading, etc.) and related work experience.

Why have you applied for this position?

What skill sets do you think you would bring to this position?

Tell me about your present or last job. Why did you choose it? Why did you/do you want to leave?

What was your primary contribution/achievement in your last or current position? Biggest challenge?

What are your short-term and long-term career goals?

What are some positive aspects of your last employment/employer? What are some negative aspects?

After learning about this opportunity, what made you take the next step and apply for the job?

What would you have liked to do more of in your last position? What held you back?

Would you please describe your interest in becoming (*title of position*)?

Tell me about your normal experiences during a typical day in your current position.

In your current job, what is your usual schedule? How many hours do you work and when do you work them?

What sizes of organizations have you worked in?

What industries have you worked in?

What qualities and skills do you think a successful (*name of career*) professional should have? Which of these qualities and skills you named, do you have?

Tell me about two work accomplishments that were very successful or of which you are the most proud.

What academic or training experience have prepared you for the position you are applying for with us?

What three things are most important to you in a position?

What was the best job you ever had? What was the worst? Why?

What do you think makes a “good” organization? What makes a university be described as “one of the best universities” or “best places to work” by a community?

Describe the ideal job from your perspective.

Describe what you would say if asked to talk about yourself in a group of 15 work colleagues.

What's the best book you've read in the last year? Please take a minute and tell us what you liked about it.

What is your interpretation of “success”?

Describe an ideal work environment or “the perfect job.”

B. General Employee Questions

If you saw a coworker doing something dishonest, what would you do?

What would you do if someone in management asked you to do something unethical?

How have you successfully managed a difficult situation with a co-worker?

Give an example of how you typically collaborate with others on work projects.

C. Management Interview Questions

You have recently been promoted to a manager position. You are aware of another employee who is using the computer in an unethical way. This other employee used to be your co-worker. How would you handle this?

What has been the most difficult personnel situation you had to manage? What was the result?

D. Closing Questions

Describe what you see as your strengths related to this job/position. Describe what you see as your weaknesses related to this job/position.

If we offer you this position, what contributions would you expect to make during the first three months on the job?

Why should we hire YOU?

If the position required it, would you be willing to travel?

If you were offered this position, when would you be available to start?

If you are the successful applicant, how would you expect to be different after a year in this position?

Now that you have learned about MU and the position you are applying for, what hesitation or reluctance would you have in accepting this job if we offer it to you?

Tell me anything else you would like us to know about you that will aid us in making our decision.

What questions would you like to ask the panel?

Are there any programs, policies or actions of MU that you have heard of with which you have concerns or differences?

How will your work performance enhance Marymount University?

IV. Illegal Interview Questions

A. Laws that Affect the Interview Process

1. Title VII of the Civil Rights Act of 1964
 - Race
 - Sex
 - Color
 - Nation of Origin
 - Religion
2. Age Discrimination in Employment Act (ADEA)
3. Americans with Disabilities Act (ADA)
4. Immigration Reform and Control Act (IRCA)
 - Citizenship
 - Nation of Origin
- National Labor Relations Act (NLRA)
 - Union Membership
5. Uniformed Services Employment and Reemployment Rights Act (USERRA)
 - Membership or service in the uniformed services
6. Bankruptcy Act
7. Child Support Enforcement Amendments

B. Illegal Interview Questions Examples

The following table displays examples of questions that an interviewer should not ask, compared with questions they can ask candidates:

TOPIC	DON'T ASK	ASK
Age	When did you graduate? When do you intend to retire?	Do you meet the requirements of this position?
Disability	Do you have a disability? Have you ever filed a workers compensation claim? Do you have a history of drug or alcohol abuse?	<i>(After reviewing the job description)</i> Can you do the duties listed in the job description with or without accommodation? <i>(If a worker has an obvious disability or reveals a hidden disability)</i> Describe or demonstrate how the applicant would perform job duties. <i>** Employers must provide reasonable accommodation to candidates who have disabilities.</i>
Religion	What outside activities do you participate in?	What professional associations are you a member of?

Sex/Marital Status	<p>Are you married?</p> <p>When do you plan to start a family?</p> <p>Do you have children?</p>	<p>Are you available to travel frequently?</p> <p>Are you available to work overtime with no notice?</p> <p>Are you available to work evenings and weekends?</p> <p>When we check references/do a background check, are there other names we should look under?</p>
National Origin /Citizenship	<p>Are you a citizen of the US?</p> <p>What country are you from?</p> <p>Where is your accent from?</p> <p>What nationality is your last name?</p> <p>When does your visa expire?</p>	<p>If you are hired, are you able to provide documentation to prove that you are eligible to work in the US?</p>
Military	<p>Please provide the status of your military discharge.</p> <p>Will you miss work to perform military service?</p>	<p>None</p>
Arrests/ Convictions	<p>Have you ever been arrested?</p>	<p>Have you ever been convicted of a felony? (You must qualify this question by stating that a conviction will not automatically disqualify a candidate).</p> <p><i>**The U.S. Equal Employment Opportunity Commission approved guidance on employer use of criminal background checks. While the EEOC guidance does not prohibit employers from considering criminal information during the hiring process, it does require employers to take new steps to prevent discrimination under Title VII of the Civil Rights Act of 1964. Title VII pre-empts a state or local law requiring a criminal background check if the check is not job related and consistent with business necessity.</i></p>

