



DEPARTMENT OF  
HUMAN RESOURCES

**TIPS ON INTERVIEWING**

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# What is an Interview?

A conversation with a purpose

## What is the Purpose?

To determine if the applicant has the Skills, Training and Experience to be successful and if it will be a “good fit” for your department.

## Prepare for the Interview

1. Be familiar with job description requirements
  - a. Requirements
    - i. Education
    - ii. Experience
  - b. Skills
    - i. Communication
    - ii. Organization
    - iii. Task oriented
2. Review application
  - a. Education
  - b. Experience
  - c. Consistency of work history
  - d. Type of work performed
  - e. Reasons for leaving past employment
  - f. Gaps in employment

## **Best Practices for a Successful Interview**

- Base interview questions on job criteria
- Ask the same questions of each candidate
- Conduct the interview in a private location
- Take notes to minimize interviewer bias or subjectivity
- Do not make a judgment based on first impression
- Ask open ended or behavioral based questions
- Avoid asking questions related to age, religion, sexual orientation or gender, race, national origin, health or disabilities, marital status, children, personal life, pregnancy or arrest record. Human Resources will handle these questions/issues.

# Frequently Asked Interview Questions

1. What do you know about our organization?
2. Why would you like to work for this organization?
3. What do you think it takes to be successful in an organization such as ours?
4. What did you like most about your last job? What did you like least?
5. What were your responsibilities?
6. What were your three most impressive, tangible contributions to your last organization?
7. What do you like best – working in a group or working solo?
8. If I were to interview your previous supervisor, how might he/she describe you?
9. What process do you follow in solving problems?
10. How do you handle problems with a co-worker?
11. What were the pressures on your last job?
12. In what kind of work environment are you most comfortable?
13. Describe a situation in which you worked under a great deal of pressure.
14. How do you like to be supervised?
15. What are your long-range career objectives?
16. In what areas do you feel you would like to develop further?
17. How do you plan to achieve these goals?
18. What are the most important rewards you expect in your business career?
19. Which is more important to you, the money or the type of job?
20. Why should I hire you?

# Interviewing for SPIRIT Values

## ***Service*** - exceed customer expectations

1. Describe a situation in the past year in which you had to deal with a very upset patient/family member/customer. Tell me what you did and what was the outcome?
2. Tell me how you ensure patient/customer satisfaction?
3. Describe a situation where you were complimented on the service you offered.

## ***Performance*** - deliver efficient, high quality service and achieve excellence

1. Compare and contrast the times when you did work that was above the standard and times your work was below standard.
2. Describe some times when you were not very pleased or satisfied with your performance. What did you do about it?
3. Give me an example of an important goal you had to meet and how you achieved that goal.

## ***Innovation*** - take the initiative to make it better

1. Describe a project or idea that was implemented or carried out successfully because of your efforts.
2. Describe the most creative work-related project you have completed.

## ***Respect*** - honor the dignity and worth of all

1. Describe a situation where others you were working with disagreed with your idea. What did you do?
2. Describe a situation where you found yourself dealing with someone you did not like. How did you handle that person?

## ***Integrity*** - uphold the highest standards of ethics and honesty

1. Tell me about a job experience in which you had to speak up and tell other people what you thought or felt.
2. Describe a specific occasion when you conformed to a policy even though you did not agree with it.

## ***Teamwork*** - work together, win together

1. Give me an example of a time when you were able to communicate successfully with another person, even when that person may not have liked you.
2. Describe a situation in which you had to arrive at a compromise or guide others to a compromise.
3. Describe a time when you felt it necessary to change your actions to respond to the needs of another person.
4. Give me an example of a time when you had to go above and beyond the call of duty to get a job/project done.

## Legal & Illegal Areas On Interview Inquiry

AREA OF INQUIRY	LEGAL	ILLEGAL
Name	For access purposes, inquiry into whether the applicant's work records are under another name.	To ask if a woman is a Miss, Mrs., or Ms.  To require applicant to give maiden name or any other previous name he/she has used.
Address/Housing	To request place and length of current and previous addresses.  To ask for applicant's phone number or how he/she can be reached if a number is not available.	To ask applicants if they own their own home, rent, or live in an apartment or house.
Age	Requires proof of age by birth certificate after hiring.	To ask age or age group of applicant.  To request birth certificate or baptismal record before hiring.
Birthplace/National origin		To ask birthplace of applicant or that of his/her parents, or spouse. Any other inquiry into national origin.
Race/Color	To indicate that the institution is an equal opportunity employer.  To ask race for affirmative action plan statistics, after hiring.	Any inquiry that would indicate race or color.

AREA OF INQUIRY	LEGAL	ILLEGAL
Sex	To indicate that the institution is an equal opportunity employer.	To ask applicant any inquiry that would indicate sex, unless job related.
Religion/Creed		To ask an applicant's religion or religious customs and holidays.  To request recommendations from church officials.
Citizenship	Whether a US citizen.  If applicant is eligible to work in the US.  Require proof of citizenship after hiring.	If native-born or naturalized.  Proof of citizenship before hiring.  Whether parents or spouse are native born or naturalized.
Marital/Parental	Status (only married or single) after hiring for insurance purposes.  Number and ages of dependants and/or spouse after hiring for insurance purposes.	To ask marital status before hiring.  To ask the number and ages of children, who cares for them and if applicant plans to have more children.
Relatives	To ask name, relationship and address of person to be notified in case of emergency, after hiring.	Names of relatives working for the institution or in a district. (Nepotism policies that impact disparately on one sex are illegal.)

AREA OF INQUIRY	LEGAL	ILLEGAL
Military Service	<p>Inquiry into service in the US Armed Forces.</p> <p>Rank attained.</p> <p>Branch of Service.</p> <p>Any job-related experience.</p> <p>Require military discharge certificate after hiring.</p> <p>To ask if applicant has reservist obligations.</p>	<p>To ask type of discharge.</p> <p>To request military services records.</p> <p>To ask about military service in Armed Service of any country but the US.</p>
Education	<p>To ask what academic, professional, or vocational schools attended.</p> <p>To ask about language skills, such as reading and writing foreign languages</p>	<p>To ask how foreign language ability was acquired.</p>
Criminal Record	<p>To request listing of convictions and other misdemeanors.</p>	<p>To inquire about arrests.</p>
References	<p>To request general and work references not relating to race, color, religion, sex, nations origin or ancestry.</p>	<p>To request references specifically from clergy, or any other persons who might reflect race, color, religion, sex, national origin or ancestry.</p>
Organizations	<p>To ask organizational membership, professional, social, etc., so long as affiliations is not used to discriminate on the basis of race, sex, national origin, or ancestry.</p> <p>Offices held, if any.</p>	<p>To request listing of all clubs applicant belongs or has belonged to.</p>

AREA OF INQUIRY	LEGAL	ILLEGAL
Photographs	May be required after hiring for identification purposes.	Request photographs before hiring. To take pictures of applicants during interviews.
Work Schedule	To ask willingness to work required work schedule	To ask willingness to work any particular religious holidays.
Handicap	To inquire for the purpose of determining applicant's capability to perform the job. (Burden of proof for non-discrimination lies with the employer.)	To exclude handicapped applicants as a class on the basis of their type of handicap. (Each case must be determined on an individual basis by law.)
Other Qualifications	To inquire about any area that has a direct reflection on the job applied for.	Any non-job-related inquiry that may reveal unlawful information.