Name of Candidate___________________________________ Date________________

Position Applied For___________________________________________________________

**TIPS FOR AN EFFECTIVE INTERVIEW:**

- Give the applicant an overview of the position so they can ask questions about the position
- Ask follow up questions if answers are insufficient, or to dig deeper.
- Gain an understanding on if the applicant is interested in the position or a job.
- Be sure to let the candidate ask their questions – It’s an interview of you as well

**PHONE SCREENING QUESTIONS FOR CANDIDATE:**

*These questions are ideal for a phone interview of a prospective candidate.*

1. How did you hear about this position?
2. What was it about this position that peaked your interest?
3. Why are you looking for a new career opportunity? What is motivating you to make a change?
4. Is this a casual job search, or more deliberate?
5. Can you briefly walk me through your work experience as noted on your resume?
6. How large/small was the team you led/worked with?
7. Were you a direct manager for others, or functional/indirect supervisor?
8. Do you have any particular experience or knowledge that you feel best qualifies you for this role?
9. How much experience do you have with ________________?
10. Can you describe the types of groups/customers/key stakeholders that you typically interacted with?
11. How do you see your career progressing over the next few years? How do you see this role contributing to that?
12. If given a choice between Opportunity A, Opportunity B and Opportunity C, which would you prefer?
13. Was there anything about the job requirements that concerned you?
14. Are there any show stoppers or ‘musts’ from your perspective, that we should keep in mind?

15. What are your salary and compensation needs for this position?

16. How soon might you be able to start should you be successful getting this role? Do you have any time constraints?

17. Do you have any other offers on the table?

18. Are you willing to provide references whom we can contact to validate your credentials?

19. Do you have any questions for me/us about the job or the company/organization in general?

GENERAL QUESTIONS FOR CANDIDATE:

The questions below range from very general, to more specific, focusing on different types of experience and skills.

20. What about this position caught your attention?

21. In your words, what do you think best qualifies you for this job?

22. What about your current job do you find most rewarding?

23. Can you walk me through your resume and give me an overview of your career?

24. In your words, would you describe the position for which you are applying and its challenges?

25. How does this position help you achieve your career goals?

26. Can you describe your ideal job in terms of responsibility, team, and opportunities?

27. In what sort of situations do you find that you excel?

28. Why did you go from [Company X] to [Company Y]?

29. How large was the team you led/managed/work with?

30. Can you give me an example of a project or initiative you led and how you went about it?

31. How long did that/those projects or assignments last?

32. What was the approximate level of effort of that project, in terms of budget or man-hours?

33. Do you have any experience estimating or scoping a project?

34. Have you ever been part of a capture team in which you had to come up with an estimate of hours or effort?
35. Have you ever been responsible for establishing project milestones?
36. Would you say you prefer working as part of a team, or generally more as an individual?
37. Do you have any concerns or need clarification in regards to the job description?
38. How would you describe your approach to solving a problem?
39. If you have 5 good options on the table and had to narrow it down to 1, how would you go about it?
40. How did you go about making [XYZ] decision? What alternatives did you consider?
41. What do you think has made you successful so far in your career?
42. Do you have any special certifications or training that you think would help you in this role?
43. What unique experience or skill do you feel you would bring to the table?
44. Do you have any experience working with union workers or represented organization?
45. What would you say is your most significant accomplishment in your career?
46. What would you rate as your biggest strength as it pertains to this position?
47. Can you please explain your thought process when going about the activity of [XYZ]?
48. How would you say people reacted to your decision to [XYZ]?
49. Can you tell me about a team you worked on similar to this job, your role and how you were successful?
50. Do you have any experience with [XYZ Software/Tool/Process]? If so, how would you rate your proficiency?
51. Have you ever had to hire or onboard a new employee?
52. What experience do you have mentoring or teaching another employee?
53. Have you ever encountered an ethical dilemma at work? How did you handle it?
54. Can you tell me if you’ve ever had to communicate difficult news to a colleague or team?
55. Can you give me an example of how you have developed an employee in the past?
56. What sort of experience do you have conducting a capability and gap analysis of a team?
57. Have you ever developed a skills matrix?
58. Have you ever been held or tracked to meet a budget, or had to manage one yourself?
59. Have you ever managed P&L (Profit and Loss)?
60. What sort of experience do you have interfacing with senior leaders or executives?
61. Can you tell me whether or not you have had to resolve a conflict between employees?
62. Do you have any experience building a team from scratch?
63. What experience do you have with creating and managing towards metrics?
64. Have you ever had to present to executives, either in your own firm, or at another organization?
65. What sort of experience do you have in terms of public speaking, or presenting information to an audience?
66. How would you go about building a simple business case?
67. Have you ever had to design or develop a new process? If so, how did you validate it’s viability?
68. Can you tell me about something you developed from scratch? How did you start it off?
69. How would you rate your experience and comfort level with analyzing data?
70. What sort of international or cross-cultural experience do you have, either personally or professionally?
71. Do you have any experience where you were directly working with suppliers/customers?
72. Where do you want to be in 5 years?
73. Is there a particular experience that you think has shaped your approach to business?
74. How would you describe your leadership style?
75. What would you say the biggest challenge is that you’ve experienced thus far in your career? What made it challenging?
76. What would you say has been the highlight of your career, and why?
77. What is the most enjoyable part of a job for you?
78. What type of work-related activity challenges you most?
79. How would your former colleagues describe you?
SITUATIONAL INTERVIEW SCENARIOS

Situational interview questions are intended to have the candidate respond with a story from which you can learn a great deal about their skills, behaviors and tendencies. For each question, ask the candidate to discuss:

a. His or her thought process
b. His or her specific action
c. The end-result of the example
d. His or her personal take away and learning from the experience

80. Tell me about a time when you encountered a problem you couldn’t solve.
81. Can you give me an example of a project you thought went extremely well?
82. Please give me an example of a time you had to come in and fix someone else’s blunder.
83. Tell me about a time when you tried and failed at meeting an objective.
84. Walk me through a situation where you were over your head and needed to ask for help.
85. Share with me an example of a time you had to lead a team.
86. Give me an example of a situation where there was conflict and you had to step in to solve it.
87. Walk me through an experience when you had to go it alone.
88. Please tell me about a difficult decision you had to make with limited or partial information.
89. Please tell me about an experience when you had to communicate an unpopular change.
90. Give me an example of a time you had to create a process or establish a protocol.
91. Tell me about a time you had to manage or lead a crisis.
92. Please give me an example of a time when you’ve had to communicate news very delicately.
93. Walk me through an example of when you had to build a team.
94. Please give me an example of a time when you had to motivate another employee to take action.
95. Can you please tell me about a time you saw a project or initiative through from start to finish?
96. Tell me about a situation when you exceeded your goals.
97. Can you share a time when you had to try a few times before you succeeded?
98. Please give me an example of an experience when you had to bring a new idea to an old problem.
99. Can you give me an example of a decision you had to make when you didn’t know what would happen?

100. Tell me about a situation when you had to change direction in the middle of a project.

101. Please share an example when you had to create order and organize.

102. Tell me about a situation when you overcame the odds and found success.

103. Give me an example of a time when your experience helped you.

104. Can you tell me about a time when you needed to establish priorities?

105. Can you tell me about a time when you had to make a decision when all options were bad?

**TYPES OF QUESTIONS YOU SHOULD NOT ASK**

*In most countries and companies, equal opportunity laws protect workers from preferential or biased treatment by employers. Below are some of the questions you should NOT ask as a result of such legal and ethical boundaries. Should such information emerge during an interview, that is acceptable, but it must be volunteered by the candidate, and not as a result of inquiry by the interviewer.*

1. What is your marital status?
2. Do you have children?
3. Do you smoke or drink alcohol?
4. Are you pregnant, or do you plan to become pregnant?
5. What is your sexual orientation?
6. What is your ethnic background?
7. What is your religion?