This guidance that may help with the interview process. Please keep in consideration:

* Ask less complex, broader questions at the onset to establish a comfortable environment.
* Questions that do not directly affect the job shouldn’t be asked and may be considered illegal (e.g., Are you married? What year did you graduate from high school?)
* Equal Employment Opportunity Commission recommends that employers avoid asking questions about applicants about personal characteristics that are protected by law, such as race, color, religion, sex, national origin or age.
* It is better to ask a question about previous experience than a hypothetical one (e.g., When you were at XYZ Company, how did you handle… vs. What would you do if…)
* Detailed follow up questions will most often give you specific information that you can use in your decision making.
* If you have a “gut feeling”, find a way to ask a question about what is unanswered or is bothering you.
* If you aren’t sure whether you should ask a question, i.e., it might be illegal or inappropriate, don’t!
* Planning your questions in advance will help you keep a consistent framework for all your candidates. It will ensure you are getting information that will relate to the job description.
* Don’t hesitate to ask different and specific follow up questions based on the candidates’ responses; these will likely differ with each interview.
* Try to be aware of any biases you might have that could affect the interview, e.g., the person comes from another country, they are of a certain age, etc.
* If you aren’t clear about a candidate’s response, ask for clarification.
* Ensure you are uninterrupted during the interview.

The following are suggestions for questions that may help you with your interview; they don’t all need to be asked. Other questions may certainly be used. If you don’t find these questions work for you, feel free to substitute others.

**Introductory Questions:**

How did you learn about this job opportunity?

Why do you want to work here?

What do you know about our organization?

Tell me a little bit about yourself.

**What interests you about this position?**

What are you hoping to find here that perhaps you haven’t had in other positions?

What are your 3 best skills? What are 3 opportunities for improvement you have?

**Overall Work Questions:**

Tell me about a major work success you’ve had.

Tell me about a work mistake you’ve made.

How do you keep organized and manage priorities?

Tell me about a time when you went above and beyond to get the job done.

What are your short- and long-term goals?

What do you believe are major challenges and opportunities in this position?

Tell me about a time when you had a difference with a co-worker and how you handled it?

Tell me about a time when you had a difference of opinion with your supervisor and how you handled it.

Tell me about a time when you reached out for additional responsibility.

When you look back at previous jobs, tell me about something you are particularly proud of.

Tell me about a time when you were creative.

What kinds of people irritate you and how do you handle them?

Define good communication.

How do you get cooperation from someone in another department?

Describe a time when “office politics” affected your job

Tell me about a time when you collaborated to accomplish a task.

What kind of decisions are the most difficult for you to make?

Tell me about a time when you had to make an unpopular decision.

**Technical Questions:**

You may ask questions relating to specific technical requirements. Be sure they are job relevant. You may ask the candidate to interpret data (explain a balance sheet for a finance position) or perform a work-related task (compose and keyboard a letter to a patron for an administrative role).

**Concluding:**

If you joined our organization, how long do you think you would stay?

What should we know about you that we haven’t asked about or discussed?

Why should we hire you for this position?

What questions do you have for me?