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COURSE OBJECTIVES

After completing this packet you will be able to:

- Utilize the job description as a powerful tool in hiring.
- Understand the different types of interview questions and the benefits of behavioral-based questions.
- Prepare an interview guide for use during the interview process.
- Understand key employment laws related to hiring, including what questions should not be asked during an interview.
- Document appropriately either during or immediately following the interview.
- Recognize and avoid common pitfalls in selecting a candidate.
- Know the key steps in the University Hospital Hiring Process.

Instructions

1. Print out this packet so you can take notes and utilize the tools provided.
2. Follow the exercises and activities as noted.
3. When completed, share with your manager and ask that they sign the provided form.
4. Fill out the evaluation and fax both forms to the numbers provided.
5. Credit of completion of the SLP will be added to your training transcript.

Interviewing for the Best Candidate:

"How to Ask, What to Ask, and What Not to Ask"

Introduction

Hiring qualified employees is crucial to University Hospital's success. But, as a supervisor, you know that this is not easy to accomplish.

The job description is the basis of your search for a new hire. When hiring, you must begin by updating or creating an accurate job description with the support of Human Resources. By clearly defining the job up front and in writing, and using that document to make sure candidates know what the job entails, you will have already established and communicated the requirements for success. It is the basic tool you use to hire, measure and manage performance. The job description will also weed out those who don't have the qualifications necessary to do the job, which will save you time in the long run.

The hiring manager must also navigate numerous policies, procedures, laws and government regulations related to hiring and employment. Even the best intentioned managers may – unknowingly – put themselves, and the University, at risk if they are unaware of the key federal and state laws that protect candidates and employees from discriminatory practices.

The purpose of this packet is to support you in utilizing the interview process to identify the best possible candidate and ensure that you adhere to the laws and policies that apply in this process.

The Structured Interview

How many times have you been interviewed and asked questions like: Tell me about your biggest success? Tell me about your biggest failure? What are you most proud of? Pick a boss that you most admired and tell me why? These are tried and true interview fillers. These questions really don't help determine how well the applicant will do the job at hand. Skilled interviewers ask job-related questions that provide answers that can help you assess the candidate's qualifications.

Treating an interview in a casual, unstructured manner will not lead to selecting the best candidate and can lead to charges of discrimination. Employers that use unstructured interviews tend to use subjective, rather than objective, criteria and questions that are random and/or do not focus on the job-related issues.

How to Ask: Using Behavioral-Based Questions

Asking good interview questions can be difficult. When new managers are involved in interviewing for the first time, they often fall into basic traps. They may ask leading questions ("Did you leave your last employer so you could realize your full potential?" or they may rehash information ("I see on your application that your last job was with company XYZ"). Leading questions, closed questions and questions that are not job-related will not help you predict how the candidate will perform the job.

Behavioral psychologists have long told us that the best predictor of future behavior is past behavior. Behavioral questions are perhaps the best pre-employment inquiries because they help you understand and assess how the candidates have actually performed in the past, rather than what they can imagine doing in the future.

Effective Behavioral questions begin with a word or phrase such as:

- Tell me about a time...
- Think about a time...
- Tell me about a situation....
- Consider a specific situation...

Here are some examples of behavioral questions:

- Tell me about a time when you had a disagreement with your supervisor. What was it about, what did you do and how was it resolved?
- Tell me about a situation where you had conflicting priorities. What were they and how did you handle it? What was the result?

Consider the differences in the sets of questions below from both the interviewer's and the candidate's perspective. They all have merit but some ways of asking will yield more useful information than others.

The behavioral option in each row provides the hiring manager with much more information about the candidate and their potential for being successful in the job at hand (for more examples of behavioral-based questions, look in Appendix A: Behavioral Question Bank).

Job Function	Closed Question	Open Question	Leading Question	Behavioral Question
Patient Care	<i>Have you been successful in situations where two patients needed urgent care?</i>	<i>What would you do if two patients needed urgent care?</i>	<i>If two patients needed urgent care, would you call your supervisor or handle it on your own?</i>	<i>Tell me about a time when you had two patients that needed urgent care. What was the situation; what did you do, and how was it resolved?</i>
Difficult Personalities	<i>Are you able to deal with the wide range of personalities amongst our customers/patients/co-workers?</i>	<i>How do you manage the wide range of personalities amongst customers/patients/co-workers?</i>	<i>If you had to work with difficult customers/patients/co-workers, how would you handle it? Who do you ask for assistance?</i>	<i>Describe a time when you had to deal with a difficult customer/patients/co-worker. What happened and how did you handle it?</i>
Teamwork	<i>Do you consider yourself a team player? Can you work in a team environment?</i>	<i>Why do you like working in team environments?</i>	<i>What does an effective team player look like to you?</i>	<i>What did you do in your last job to contribute toward a team environment? Be Specific.</i>
Results	<i>Have you always achieved the goals that you have been given?</i>	<i>Do you feel goals are important for success? How will you ensure you reach your goals?</i>	<i>We set goals every year, are you able to work independently or do you think you will need significant oversight?</i>	<i>Give me an example of an important goal you set in the past and how you went about achieving it. What steps did you take?</i>
Customer Service				
Project Management				

EXERCISE 1: Fill-in the last two rows in the table above, creating each type of question under the job functions of “customer service” and “project management.” If those categories don’t apply, pick your own.

What to Ask: Building Your Interview Questions from the Job Description

The job description is a powerful interview tool to help you find the best candidate. Once you have outlined the job, build a set of interview questions around the job's actual requirements – which will help you find a great hire AND help you steer clear of topics that could lead you into legal trouble, such as an applicant's disabilities or private life. This is done through the job description in a simple process:

1. Take a bullet or statement from the job description and determine the results of doing that task well.
2. Formulate a behavioral-based question to determine the candidate's abilities in that area.
3. Based on a few answers you can anticipate, create some follow-up questions to probe deeper into the candidate's experience and knowledge.
4. Repeat steps 1-3 for the most essential functions of the job.
5. Review the questions and determine the final question list, taking into consideration the length of the interview.
6. Take time during or immediately after the interview to write down the answers, highlighting those that made an impact on you (positive or negative).
7. Track how different candidates answer these questions so you can compare and contrast their skills.

As an example, see steps 1-3 on the Generic Job Description for Secretary/Administrative Assistant below. The following page provides a sample interview worksheet based on this job description and the process above.

Generic Description for the Title: Secretary/Administrative Assistant

Title: Secretary/Administrative Assistant

Family: Clerical and Administrative Support

Type of Description: generic

Summary:

Step 1: Select the most essential functions for your specific position

Schedules appointments, gives information to callers, takes dictation, and otherwise relieves officials of clerical work and minor administrative and business details by performing the following duties.

Essential Duties and Responsibilities:

Reads and routes incoming mail. Locates and attaches appropriate file to correspondence to be answered by employer. Takes dictation in shorthand or by machine and transcribes notes on typewriter or computer, or transcribes from voice recordings. Composes and types routine correspondence. **Organizes and maintains file system**, and files correspondence and other records. Answers and screens manager's telephone calls, and arranges conference calls. Coordinates manager's schedule and makes appointments. Greets scheduled visitors and conducts to appropriate area or person. Arranges and coordinates travel schedules and reservations. Conducts research, and compiles and types statistical reports. Coordinates and arranges meetings, prepares agendas, reserves and prepares facilities, and records and transcribes minutes of meetings. Makes copies of correspondence or other printed materials. Prepares outgoing mail and correspondence, including e-mail and faxes. Orders and maintains supplies, and arranges for equipment maintenance.

Step 2: Create questions for each key function – "Describe a filing system you have successfully set up in the past. How did you create and maintain it?"

Qualifications:

Step 3: Create potential follow-up questions – "Tell me about a time when you realized the system was not working. What was wrong? How did you fix it?"

The requirements are able to perform each essential duty satisfactorily. The requirements are skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EXERCISE 2: Fill in the blanks on the worksheet below based on the generic job description

SAMPLE Interview Question Worksheet

Job Title: Secretary/Administrative Assistant

Location: XYZ Building, Room 301
New Brunswick

Candidate Name: Chris Davis

Date of Interview: 1/12/10, 1pm

Job Summary: Schedules appointments, gives information to callers, takes dictation, and otherwise relieves officials of clerical work and minor administrative and business detail by performing the following duties.

Questions

Function #1: **Organizes and maintains filing system**

Question 1: **“Describe a filing system you have successfully set up in the past. How did you create and maintain it?”**

Potential Follow-Up Question: – **“Tell me about a time when you realized the system was not working. What was wrong? How did you fix it?”**

Potential Follow-Up Question: **[FILL IN]**

Function #2: **Answers and screens telephone calls**

Question 2: **Describe how you have managed phone calls in your past job. How did you provide great customer service to both your manager and those who were calling?**

Potential Follow-Up Question: **Tell me about a time when you had several calls coming in and people waiting at your desk. How did you handle it?**

Potential Follow-Up Question: **[FILL IN]**

Function #3: **Coordinates manager’s schedule and department calendar**

Question 3: **[FILL IN]**

Potential Follow-Up Question: **[FILL IN]**

Potential Follow-Up Question: **[FILL IN]**

What Not to Ask: Legal Aspects of Interviewing

The spontaneous and unpredictable nature of the job interview makes it rife with legal traps, even for managers with the best of intentions. Well-meaning, innocent comments could be construed by an applicant as prejudicial or used as a basis of a discrimination lawsuit.

Here are some tips that will help you stay out of legal trouble while also getting information you need to make the right choices:

- Focus on what the job really requires
- Cover similar ground with each applicant
- Ask behavioral and/or open-ended questions as much as possible
- Respect the applicant's privacy
- Don't ask about any characteristic that the law prohibits you from considering in making a decision

Key Employment Laws Related to Hiring

Employment laws related to hiring identify protected groups that cannot be discriminated against in any aspect of the employment relationship, including failure or refusal to hire. The laws you should be especially aware of in the hiring process are as follows:

Federal Law	Employment-Related Prohibition
Title VII, 1964 Civil Rights Act	Prevents discrimination on the basis of race, color, religion, sex, or national origin.
Age Discrimination in Employment Act	Prevents Discrimination on the basis of age for those who are age 40 or older.
Pregnancy Discrimination Act	Prevents discrimination on the basis of pregnancy or related conditions.
Americans with Disability Act	Prevents discrimination on the basis of a disability of the applicant or a member of the applicant's family.
Immigration Reform and Control Act	Prevents discrimination on the basis of national origin or citizenship.
State Law	Employment-Related Prohibition
New Jersey Law Against Discrimination ¹	Prevents discrimination based on age (18-70), ancestry or national origin, disability (past or present, physical or mental), AIDS/HIV, gender, marital status (including domestic partner), pregnancy/childbirth/ related conditions, race or color, religion or creed, sexual orientation, genetic testing information, military service/status, tobacco use, use of guide dog, gender identity.

¹ *The Manager's Legal Handbook, 4th ed., Lisa Guerin & Amy Delpo, Nolo, 2007*

The chart below provides examples of legal and illegal questions in various categories. **The best way to stay out of trouble is to make sure each question is JOB-RELATED. If it isn't, don't ask!**

Acceptable vs. Unacceptable Questions

Subject	Acceptable	Unacceptable
Name	"Have you ever worked at a company under another name?"	"Have you ever had any other names?"
Birthplace	No acceptable Questions	"Where were you born?" "Where were your parents born?"
Age	"Do you meet the age-required conditions of the job?"	"How old are you?" Any questions attempting to determine the age of the applicant
Religion	No acceptable questions	Questions about religion generally or about what days the applicant may need off for religious observance
Work Schedule	"Can you meet the attendance/schedule requirements of the job?"	Any questions about personal situations or health conditions that would lead to absence from work
Race	No acceptable questions	Any questions to elicit what race the applicant is or other questions indicating race or color
Citizenship	The only acceptable question – asked by HR, not the supervisor – is whether the applicant will be able to prove that he or she can work in the United States	Any questions seeking to elicit nationality
National Origin	If required by the job - "What languages can you read, write, or speak?" "What level of fluency do you have?"	Any questions about the applicant's national lineage or his or her date of entry into the United States. Any questions concerning the national origin of the applicant's spouse or parents, such as: "What language does your mother speak?"
Education	Any questions about the applicant's educational background	"When did you graduate from high school?" When did you receive your college degree?"
Experience	"What is your work experience?" "Why did you leave your last job?"	"What type of discharge did you receive from the military?"
Arrests	No acceptable questions	"Have you ever been arrested?"
Felony Convictions	This question is acceptable and asked by HR in the screening process, followed up through a background check post job-offer	"Have you ever been indicted?"
Relatives	Names of any relatives employed by the company	"Are you married?" "What relatives do you live with?" "With whom do you reside?"
Physical Condition	"Can you perform the essential functions of the position?"	"Are you healthy?" "Do you get sick a lot?" "Are you disabled?"
Miscellaneous		Any questions that are not related to the position or necessary to evaluate the applicant's capability to perform the job.

EXERCISE 3: Answer the following questions –

- 1) Are there any questions you sometimes ask applicants that should be excluded from future interviews based on the employment laws just reviewed?**
- 2) Review the interview worksheet you created in Exercise 2. Are there any primary or follow-up questions that should be taken out or adjusted?**

Documentation

Note-taking during the interview allows the hiring manager to document responses to inquiries and permits the interviewer to remember each candidate objectively. This practice is necessary for accurately comparing candidates that are interviewed over a period of time. However, notes are also part of the official documentation of your hiring process and may be subject to review.

The key do's and don'ts for note-taking are:

- Ideally, notes should be taken on a prepared interview guide (such as the one used in Exercise 2) which has key applicant information, job summary and interview questions with a place for notes.
- Write only key words and phrases. Don't try to capture responses word-for-word; it will not let you have a productive interview.
- Take notes on both positive and negative comments.
- Do not take notes on physical attributes (sex, age, race, etc.) of candidate because this may be construed as discriminatory.

Common Selection Pitfalls

Every person responsible for hiring is prone to some common pitfalls even if they do everything else right. The best way to avoid pitfalls is to remain aware that they exist. When selecting a candidate, review the following list to be sure you haven't made your selection based on one of the pitfalls:

1. Viewing a candidate too strongly because he/she followed a weak candidate.
2. Picking a candidate because he/she is similar to you, not because he/she is the most qualified or the most suited for the position.
3. Asking drastically different questions of different candidates.
4. Stereotyping.
5. Fixating on one job criteria.
6. Not digging deeply enough – settling for incomplete explanations/answers.
7. Making snap judgments.
8. Evaluating the whole candidate based on only one characteristic.

University Hospital Hiring Procedures: A Quick Overview

When hiring a new employee, regardless of whether it is a completely new position or replacing an employee who has moved to another position, you need to **start by notifying your HR generalist** and completing the Staff Position Transaction Form (SPTF). In addition to basic position information and approvals, you will need to provide a Justification Package which includes:

- current job description
- justification memo
- organizational chart
- reporting structure for the position being filled

NOTE: If it is a NEW position to your department, you will work with the Compensation Services Office to develop/approve the job description and complete the SPTF.

If it is a REPLACEMENT for a current position, with no major changes to the job description, forward the SPTF and job description directly to your HR Generalist.

It is important to keep track of the SPTF making sure it goes through your approval process as quickly as possible. Do not assume that just because you have handed the SPTF off to your supervisor and/or Budget Office that it will quickly get to HR. You need to follow-up and be sure all approvals are obtained and the paperwork has been properly forwarded. Your HR generalist will notify you when the complete SPTF form has reached HR.

Scheduling and Interviewing Candidates

Once the position is posted on-line and resumes are received, your HR Generalist will send you an e-mail welcoming you to the web-based candidate referral system which will include a listing of pre-screened candidates.

The hiring manager is responsible for scheduling and conducting the interviews.

Through the on-line system, you can:

- View applications and/or resumes of candidates
- Decide which applicants you want to interview by clicking on the column headings “Interview” or “No Interview”
- Alert HR of your plans by clicking the “Change Candidate Status” button

Hire Online
Online Referral Pool

Referral Pool for #03N5975721: Research Teaching Specialist V
[Click here to fill out the Vacancy Information and Candidate Assessment Record form.](#)

Change Status Instructions:
To change applicants' status, check boxes in the **Interview** or **No Interview** columns. Then click **Change Candidate Status** which will make the status changes in the database. (If you change status to Request Interview, an e-mail to that effect is sent to the recruiter.)

Print Instructions:
To print selected resumes and/or applications, check boxes in the **PRINT** columns.
To print all resumes and/or applications, click **PRINT** at the top of the columns.
To begin printing, click **Batch Print** at the bottom of the referral list. Each resume and application will start on a new page. (In order for this paging to work properly, you must use Microsoft Internet Explorer.)
Retain a list of the printed resumes and/or applications for future reference.
Note: If you are printing resumes and/or applications for others, please print the list of applications and the instructions on the accompanying E-mail for the reviewer(s).

Current Status	Inter- view	No Inter- view	Applicant Name	Resume		Application	
				View	Print	View	Print
New Candidate	<input type="checkbox"/>	<input type="checkbox"/>	Ivory Kilpatrick		<input type="checkbox"/>		<input type="checkbox"/>

The University strongly encourages managers to consider qualified internal candidates when making their decisions. We want employees to have opportunities for growth and development whenever possible.

UNION CONTRACT REQUIREMENTS – The following statements highlight some of the agreements regarding transfers and promotions for internal candidates – and their rights to be interviewed under certain circumstances - which you should be aware of.

- ✓ **HPAE Professionals (Article 3.03):** Internal applicants within a department who apply during the first 5 days of posting for a higher classification within the same department shall be interviewed.
- ✓ **Article 4.03 in the CWA 1031 (Article 4.03):** All qualified internal candidates who submit timely bids will receive an interview for the position vacancy.
- ✓ **HPAE Nurses (Article 4.10):** The University will interview at least 2 internal applicants who meet or exceed the minimum qualifications for the position.
- ✓ **TEAMSTERS (Article XI):** Staff may attend internal job interviews during work hours without loss of pay or accruals provided that prior approval has been obtained from his/her Director/Department Head.

NOTE: Seniority AND ALL OTHER RELEVANT CRITERIA should be taken into consideration when selecting your candidate.

Selecting a Candidate in the System

- This section of the process requires that you rate each interviewed candidate based on five (5) criteria. A score will be calculated automatically once you click “OK.”
- Once you have made a decision on your top candidates, you must fill out the VICAR (Vacancy Information and Candidate Assessment Record) form.
- If the vacancy is a position at salary range 23 and above, N05 and above, U07, E, M, or V Scale or CRNA, approval from the Office of Workplace Diversity must be received prior to making an offer.
- Filling out the VICAR requires using Internet Explorer, not Netscape.

CALCULATOR — Candidate Interview Assessment Criteria									
	LOW				HIGH				
EDUCATION:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>				5
EXPERIENCE:	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>				2
CUSTOMER SERVICE:	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>				3
PROFESSIONAL / TECHNICAL COMPETENCY:	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>				3
TEAMWORK:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>				5
<hr/>									
CUMULATIVE AVERAGE:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	3.6

- Transfers result to candidate #1
- Discards result
- Re-sorts the candidates
- Closes this window
- Closes this window

Making an Offer/Getting Started

- Once you have made a decision, you will finalize the wage/salary offer and potential start date with your HR Generalist.
- The HR Generalist will make the offer of employment to the candidate contingent upon the results of a thorough background check and physical examination, if they are external candidates.
- Internal candidates are not subject to background checks unless specific additional information has to be verified or confirmed.
- HR will provide the official offer letter to the successful candidate which will include details regarding work unit, salary and benefits.
- Human Resources will also schedule your candidate for orientation.
- You are responsible for ensuring that all additional mandatory trainings are completed (i.e., HIPPA, Preventing Harassment in the Workplace), orienting the new employee to your department and providing any necessary on-the-job training.

☒ **E-MAIL THIS FORM** (Clear checkbox at left if you not wish to e-mail this form.)

YOUR NAME

FROM EMAIL ADDRESS

FROM:

RECIPIENT #1 NAME

RECIPIENT #1 EMAIL ADDRESS

TO:

RECIPIENT #2 NAME

RECIPIENT #2 EMAIL ADDRESS

CC: ☒ CHECK HERE TO SEND A COPY TO YOURSELF (TO THE FROM ADDRESS GIVEN ABOVE)

SUBJECT:

COMMENT:

Putting Learning into Practice

Part 1: Test Your Knowledge (Answers located on the last page of this packet)

Answer True or False		
1		Each interview should be different depending on the candidate's personality.
2		The job description should be formalized after you hire someone, based on their strengths.
3		If a candidate is not talkative, it is best to ask Yes/No questions.
4		The best predictor of future behavior/performance is past behavior/performance.
5		Before a position can be posted, you must complete the Staff Position Transaction Form (with all approvals) and submit it to your HR Generalist.
6		The HR Generalist will forward all resumes that meet the minimum job requirements.
7		It is the responsibility of the department to schedule and conduct the interviews.
8		It is a good idea to make notes on the application about the candidate's physical appearance so you remember him/her.
9		Documentation of each interview is important in the decision making process.
10		Hiring managers sometimes make snap judgments about candidates, which leads to poor hiring decisions.
11		Once you find the candidate you want to hire, you can go ahead and make an offer.
12		The only person that can make an offer to a candidate is the Human Resource Generalist.
13	Identify the following questions as either closed, open or behavior-based:	
		a. "Do you like to work in teams?"
		b. "Tell me about a time when you contributed to a team success? What did you do?"
		c. "How would you contribute to our team?"
		d. "Would you rather work alone or in a group?"
		e. "Describe a situation in your past job that required you to work in a team?"
14	Are the following questions legal? (Yes/No):	
		a. "When did you graduate from high school?"
		b. "Your accent sounds familiar, where are you originally from?"
		c. "This job requires a bilingual Spanish/English speaker; what level of fluency do you have?"
		d. A candidate shares that she recently had a baby, so you ask "how are you going to manage daycare arrangements?"
		e. "Are you able to travel for work?"
		f. "Do you have health issues that impact your ability to work?"
		g. "Are you married?"
		h. "Why did you quit your last job?"
		i. "This is a hectic office. Can you keep up with the younger people?"

PART 2: Create an Interview Guide

Create an Interview Worksheet for a relevant job description in your department. Review the worksheet with your manager and come to agreement on the best interview approach for this job title.

Interview Worksheet	
Job Title:	Location:
Candidate Name:	Date of Interview
Job Summary:	
Essential Functions	Notes
Function #1: Question 1: Potential Follow-Up Question: Potential Follow-Up Question:	
Function #2: Question 2: Potential Follow-Up Question: Potential Follow-Up Question:	
Function #3: Question 3: Potential Follow-Up Question: Potential Follow-Up Question:	
Function #4: Question 4: Potential Follow-Up Question: Potential Follow-Up Question:	
Function #5: Question 5: Potential Follow-Up Question: Potential Follow-Up Question:	

General

Describe a time when you were faced with problems or stresses at work that tested your coping skills. What did you do? How did you resolve it?

Give me a time when you had to make an exception to the rule to get your job done?

Give me an example of a time when you had to use your fact-finding skills to gather information to solve a problem. How did you gather and analyze the information to make a decision?

Describe the most significant presentation or report that you had to prepare. What made it significant? How did you prepare? What was the final outcome/response?

Describe a time when you had to deal with a difficult customer. What was going on and how did you handle it?

Give me an example of a specific problem that you faced on the job. How did you go about resolving it?

Describe a time when you and a supervisor did not see eye to eye on something. What was it, and how did you handle it? How was it resolved?

Think of a time when you had limited instruction on how to do a task. How did you proceed?

Describe a situation in which you had to play a leadership role. What was it, and how did you handle it?

Give me an example of a time when you had to go above and beyond the call of duty to get your job done.

Describe a situation in which you felt it was necessary to be especially vigilant and attentive to your environment.

We've all worked with people who have "rubbed us the wrong way." Can you think of someone like that in your experience? How did you handle it?

Tell me about a mistake you made and how you handled it.

Tell me about the toughest decision you had to make in the last year at work. What was it, why was it difficult and how did you handle it?

Tell me about a time you delegated some work, and it wasn't done as you expected. How did the situation come about? What did you do and what was the result?

Give me a time when you had to deal with unexpected situations in your job. How did you handle it?

Give me a specific example of something you did to build enthusiasm in your team.

Give me an example of a time when you had to solve a problem in a unique way to meet an important deadline.

Ethical

Tell me about a time when you faced an ethical choice or dilemma. What process did you use to resolve the dilemma? What, if anything, would you have done differently?

Tell me about a situation in which someone was behaving unethically. What did you do?

Give me an example of an occasion when you complied with a policy that you did not agree with?

Give me an example of a time when you found it necessary to make an exception to the rules to get something done.

Learning Orientation

Tell me about the methods you have used to learn in the past. Be specific.

Give me an example of a time in the past when you made a mistake and then sought to learn from the mistake.

Give me an example of a time when you sought to educate yourself about something at work in order to get your job done.

In your previous job, or at school, what did you do to find out about your performance? Give me a specific example.

Tell me about a specific weakness. Have you overcome it? How?

Team Player

Tell me about a time when you were part of a team for a project or assignment. What was the goal of the team? What was your role? How did you handle it? What was the result?

Tell me about a team you have worked on or been a part of. What did you do to contribute to the success of the team? What improvements could you have made to be a better team player?

What did you do in your last job to contribute toward a team environment? Be Specific.

Results Focused

Tell me about a time when you had to overcome an obstacle to reach a goal. How did you do it?

Give me an example of an important goal you set in the past and how you went about achieving it. What steps did you take?

Describe an accomplishment that you are especially proud of.

Change Orientation

You've probably had this experience; you've worked hard on something and then were told you must change your priorities and do it a different way. How did you handle that situation?

Tell me about a time when you were faced with a significant change at work. What was it and how did you handle it?

Initiative

Tell me about a time when you had an idea for a way to improve a process or a new idea for something that was not being done at all. Describe the improvement and tell how you went about trying to get it realized.

Give me an example of when you had to go above and beyond the call of duty to get the job done.

Answers to "Test Your Knowledge":

1. False
2. False
3. False
4. True
5. True
6. True
7. True
8. False
9. True
10. True
11. False
12. True
13. A. Closed; B. Behavior-Based; C. Open; D. Closed; E. Behavior-Based
14. A. No; B. No; C. Yes; D. No; E. Yes; F. No; G. No; H. Yes; I. No.

PART 3: Verification of Course Completion

To receive credit for completion of this Self-Learning Packet, please complete the following and fax it along with your evaluation to 732-235-9509.

I, _____ (PRINT NAME) have read the materials and completed the assignments as required in the Self-Learning Packet.

I have reviewed the interview guide that I created for the position of _____ with my Manager.

Participant's Signature: _____ Date: _____

Manager's Signature: _____ Date: _____

Completion will be noted in your employee transcript. If you have questions and would like someone to contact you, please write a note below and leave the best number to reach you.

Note:

PART 4: Self Learning Packet (SLP) Evaluation Form

Fax to 732-235-9509

Course Title: Interviewing for the Best Candidate

Completion Date: _____

My Unit/School: _____ Department: _____

Job Title: _____

Please share your opinion of this Self-Learning Packet by indicating the response that best describes your impressions of this course.

	<i>Strongly Agree 5</i>	<i>Agree 4</i>	<i>Neutral 3</i>	<i>Disagree 2</i>	<i>Strongly Disagree 1</i>
1 I feel that I will be able to use what I have learned.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 The content, exercises and activities were appropriate for this topic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 This SLP was clear and easily understandable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 The program covered the promised objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 I know where to go if I have questions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 My supervisor was involved in this process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 I believe other people at University Hospital would benefit from this program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8 Overall rating of this SLP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments: