# **Interview Question Bank**

# **General/Opening Questions**

* We’d like to begin by having you tell us a little bit about your career up until now.
  + Follow up: What attracted you to this position? Why did you apply?
* Tell us specifically how this position fits in with your personal or professional goals.
* Tell us about yourself and what interests you most about this position.
* Why are you interested in this position at this point in your career?
* What do you know about our department/office?
* What excites you the most about working in a university setting? What challenges do you expect?
* What interests you most about working in a higher education setting?
* What experiences in your past do you think have prepared you for this position?
* Tell us about your previous experience and why the **[POSITION TITLE]** position is appealing to you at this point in your career.
* (INTERNAL) What do you think may surprise or challenge you about transitioning to the **[POSITION TITLE]** role?
* Based upon the description of work listed in the job posting, what aspects of this job are you most confident about? Least confident?
* Tell us about your greatest strength. What is the greatest asset you will bring to this department?
* Now that you have had a chance to review the position posting, what knowledge, skills and abilities do you have that you believe will transfer to this position and why? Where do you feel that you have opportunities for growth?
* Based on what you read in the posting and what you have just heard about this position, what aspects do you feel most comfortable with, and where do you have opportunities for growth?
* Please tell us what you think may be the most challenging aspect of this role and what will you do to overcome those challenges.
* What do you consider to be the strongest skills that you will bring to this position?
* What do you feel is the best attribute you will bring to this position and why?
* Tell me the three most important competencies or skills you feel a/an **[POSITION TITLE]** should possess and give examples of your experience in these areas.
* If you were to be offered and accept this new job, what would your present co-workers miss about you and what would they not miss?
* If we asked your coworkers or supervisor to describe you using three words or phrases, what would they tell us? Would you agree?
* If we polled your colleagues or a previous supervisor, what would they say is most positive characteristic of your work style? What is the most challenging characteristic of your work style?
* What would your teammates or colleagues say is the best thing about working with you? The most challenging thing?
* Please describe your experience with Shared Services.
* Based on the information shared with you about **[BLANK]**, how would you anticipate implementing **[BLANK]** to the benefit of the department? Feel free to discuss what you know, what you don't and how would you would go about figuring it out.
* Describe your ideal work culture. Why do you consider that ideal?
* If you were to accept this position, how would you explain that to a prospective employer five years from now? How would this job provide a link in your future career progression?
* What is the most important thing you look for in an employer or team and why?

# **Supervisory Experience & Leadership Style**

* Do you have any experience managing/supervising a work unit? What do you feel are your biggest challenges in managing people?
* Please explain your experience managing/supervising a work unit. What has been your proudest moment as a supervisor? What has been your most challenging experience?
* How many staff reported directly to you in your previous management positions? Please describe the responsibilities and activities over which you had oversight.
* If we were to interview the people who you have managed/supervised in the past, how would they describe your strengths and weaknesses as a manager and supervisor?
* Tell us about a time when you had an underperforming employee reporting to you. How did you address the situation? What was the result?
* How do you ensure that the unique potential of each of your direct reports is realized? Provide an example, if possible.
* Tell us about something that you have done to embed an employer’s vision or values in the day-to-day operations of your staff.
* How do you keep each member of the team involved and motivated, while keeping morale high? What steps do you need to take to achieve this?
* Being a manager has its challenges. What do you think the challenges for managing such a large group will be? How will you overcome these challenges?
* How can you be an effective manager while still learning the department’s processes yourself?
* What are some of your techniques to build rapport as you transition from peer to manager?
* Scenario: You notice that one your employees is frequently in late or calling out often. When you approach this employee about the issue, he or she breaks down crying and says that they have been having some unexplained health issues. How do you handle that situation?
* As a manager or supervisor, one of your jobs is to provide direction and leadership for a work unit. Describe how you have accomplished this in this past. **OR** Characterize your leadership style. How do these characteristics make you a great leader?
* What role do you usually take in a group? Why?
* What role do you normally take when you are working on a team and why?
* What is your management style? How will you integrate a new management style into a group that is already accustomed to one particular style?
* Characterize your leadership style and give us examples of skills and abilities you feel make a great leader.
* Describe your managerial/leadership style and how you approach conflict resolution.
* Describe a situation in which you gave a team the authority to handle a project, decision or initiative for which you were ultimately responsible. How did it turn out?
* Tell us about a time when you implemented a new initiative where there was resistance to the change? What steps did you take to gain buy in?
* Please tell us about a complex situation that you have managed (or for which you served in an advisory capacity). How did you determine what steps to take? What policies were invoked? What was the outcome?
* Provide an example of how you were able to move your (program/department/organization) forward from strategy to execution. What was the vision? How did you align a strategy to support the vision and what action did you take in order to translate your vision into reality?
* Please share an experience in training/coaching a peer, faculty or staff member. Describe the situation and what you did to assist the person in order to help them understand a policy or procedure.
* How have you demonstrated leadership in your current role?
* Give a specific example of when you served as a leader. What was your role and how did the group respond to your leadership?
* What kind of mentoring and training style do you have? Do you naturally delegate responsibilities, or do you expect your direct reports to come to you for added responsibilities?
* In terms of managing your staff, do you “expect” more than you “inspect,” or vice versa?
* Did you create a culture of open information sharing and increased accountability by giving responsibility to your subordinates, or did you focus more on establishing their parameters and controlling the decision-making process?
* How do you typically stay in the information loop and monitor your staff’s performance?
* Share an example of when you had to prepare your staff for changes in the organization. How did you approach and communicate?
* How do you view your role as it relates to the team and what do you feel are the most important issues in communicating with the team?

# **Communication/Correspondence/Customer Service/Building Relationships**

* When approaching staff about an issue, how do/would you like to communicate (email, one-on-one, telephone)?
* Can you tell us about a time when you had to explain a complicated procedure and/or information to someone who was new to the situation? How did you break down the information for them to understand?
* What experience have you had in communicating and disseminating complex policy and procedures to a large, diverse audience?
* How comfortable are you composing correspondence? Can you describe some of the written documents you have produced or drafted in your previous roles?
* This position will serve as one of the “faces” of the department. Please describe how you will build relationships with the many stakeholders both inside and outside of the department/College?
* Building collaborative relationships is key in this role. How do you build collaborative relationships with internal and external customers?
* The physical space that we work in is very close and teamwork is essential to our day-to-day operations. How do you build relationships with those around you?
* What are some of the ways that you have worked to build rapport with clients or customers who don’t work in your building?
* Describe a time when you were instrumental in creating a strong working relationship with another department in your organization. How did you go about it? What made it a good relationship?
* Do you have experience working with faculty?
* What is your experience working in an academic setting, including working with students, faculty, staff and parents?
* How would you grade yourself in terms of face-to-face communication, especially in terms of negotiation or confrontation? Do you consider that a strength or an area for personal development?
* How do you define great customer service? How have you put this definition into practice?
* Describe what good customer service means to you.
* How have you dealt with rude clients (students/faculty/parents) in the past? Give us an example.
* Tell us about a time you went out of your way to ensure that a customer received excellent service. What was their reaction?
* We serve a very large group of customers, so day-to-day we have a wide range of requests based on their unique needs. What will be the most helpful skill that you will bring with you to meet the needs of such a diverse group?
* Delivering excellent customer service is important in this role, yet it may need to be customized to the particular unity you support. How will you go about doing this and is this something that you can do? If so, please provide an example.
* Customer service is a critical aspect of this role. What is the one skill or tool you find most effective for providing excellent customer service?

# **Professionalism**

* What behaviors are not acceptable to you in the workplace? Can you cite an example of addressing one of these?
* Describe a time when you felt strongly about how something should be done, despite hesitancy from leaders or peers. How did you handle it and what was the result?
* What have you done in times when you have encountered resistance to something you needed to accomplish in your role?
* Tell us about a time when you encountered resistance to something you needed to do to accomplish the duties of your position. How did you handle it? What was the outcome?
* When working independently, tell us your methods for keeping stakeholders advised of the status of a project. What tools or methods do you use keep up-to-date records on the status of a project?
* Describe the extent to which you feel comfortable working independently.
* How would you describe “professional behavior” in the workplace?

# **Teamwork**

* What steps do you take to motivate others?
* How do you motivate your coworkers?
* Tell me about a time when you worked as part of a successful team. What made the team successful? What was your role?
* Describe for us how you keep yourself and your teammates motivated.
* Describe a situation in which you motivated your department/unit/staff to exceed the organizational standards. What strategies did you use to motivate the team?
* Do you prefer to work alone or in a team environment? Why?
* Can you share an example of how you were able to motivate your coworkers on a team?

# **Self-Reflection & Motivation**

* What kinds of decisions are most difficult for you? Describe one.
* Describe for us what you would consider your most significant professional accomplishment. Why?
* What is the most constructive feedback you’ve ever been given (for a supervisor or colleague)? Did you agree with it at the time? How did it impact you?
* Describe a time where you made an error in judgement or mistake at work. How did you handle it? What was the outcome?
* Tell us about a time that you made an error in judgment at work. What was the situation? How did you rectify it? What did you learn from it?
* Describe a time in which you had a professional failure/mistake and how you handled it. What did you learn from it?
* When you have been evaluated for your work in the past, what areas were identified as needing some improvement? How did you address those needs?
* How do you determine if the work you do is a quality job?
  + (Follow-up) What are some of the ways that you’ve worked to improve the quality of your work?
* What makes you stand out among your peers?
* What would your current supervisors say makes you most valuable to them?
* What does growth mean to you?
* How would you describe the amount of structure, direction, and feedback you need in order to excel?
* Where do you see yourself in five years?
* What gives you the greatest joy in your work? Why?
* Tell us what motivates you to come into work every day? What is a de-motivator for you?
* Assume that you come to work here. One year from now you go home on Friday evening thinking that accepting this job was the best thing you ever did. What happened during the year for you to feel that way?
* When you leave work at the end of the day feeling like today was a great day, what kind of things were you working on? What about when you leave work thinking you may never come back?
* What factors are crucial within an organization and must be present for you to work most effectively?
* Sometimes the person in this position can spend a lot of time doing the same action over and over again. How do you keep yourself motivated when doing somewhat repetitive tasks?
* How much structure, direction, and feedback do you generally prefer on a day-to-day basis?

# **Problem-Solving/Decision-Making/Conflict Management/Innovation**

* What is the toughest decision you’ve had to make in the last six months? How did you decide what to do?
* Describe a major change that occurred in a position you held. How did you adapt to this change?
* Have you ever had to reorganize a department or significantly change employee work assignments? How did you approval this task? How did the affected employees respond to your actions?
* Can you talk us through a recent problem that came up at work that you were able to find a solution for?
* What would be your approach to performing a task or solving a problem for which you didn’t feel that your training and experience had equipped you to handle? What if there was no one in the immediate organization who had the ability to help?
* Tell us about a time when you had difficulty or were challenged at work. What was the situation, and how did you handle it? What was the outcome?
* Tell me about a time that you have had to deal with a difficult co-worker or supervisor. How did you overcome those difficulties?
* What has frustrated or challenged you in previous roles you have held? How do you overcome these challenges for successful outcomes?
* Scenario: The Chair is in his/her office in a confidential meeting and our Dean, Kevin Guskiewicz, calls you and asks to speak with him/her. How do you handle this?
* Tell us about a time where you were given a project with a short turnaround time and you were given little direction. How did you handle this? What was the outcome?
* How would you handle a situation in which a project for which you were ultimately responsible was not going to be achieved within the budget and/or timeframe to which you’ve committed? Give an example, if possible.
* What has been the most stressful situation you have ever found yourself in at work? How did you handle it?
* Tell me about your worst day at work ever and how you handled it.
* Successfully navigating organizational politics can be very difficult. Subtle issues or potential obstacles can easily be missed. Describe a time when this happened to you. What political factors caused you problems?
* Sometimes we are required to inform faculty or staff that something cannot be done the way they anticipated. Can you provide an example of a time when you had to deliver this type of news? How was the news received, and what was the outcome of that conversation?
* In your previous roles, have you initiated any changes or resources that helped improve business processes? If so, please describe.
* Often you may be required to work through situations that are unique or otherwise non-routine. As a new employee, how would you go about coming up with a course of action for a situation that you had never encountered before?
* Tell us about a time where you were given a project or task to work on, but you were given little direction. How did you handle the situation? What was the outcome?
* Scenario: A staff member in your department approaches you with a question or problem that you don’t immediately know the answer to. It just so happens that today you are the only other person in the office and your supervisor is in an all-day meeting. How do you go about finding a solution?
* The College of Arts & Sciences has its own culture and policies that overlay the existing university guidelines. How might you be effective at advising stakeholders while still learning the College of Arts & Sciences culture and guidelines?
* Tell us about a situation where you had to deal with an individual who was irate and/or hysterical. How did you handle the situation? What was the outcome?
* What are your tactics when dealing with an irate or otherwise hysterical customer?
* Describe for us the most complex HR situation that you have ever been asked to consult on. What policies came into play? How did you handle the situation?
* How do you go about deciding when to escalate a decision?
  + (Follow up) Have you ever had a situation where you acted on instinct, even if you were uncertain whether or not it was the best course of action?
* How do you proceed to resolve an issue when there is not a clear “yes” or “no” answer within the policies and resources that you have available to you?
* Describe the manager who would get the very best work from you.
* You get a call from an employee who has a question regarding something you have never dealt with before. It seems really urgent to them and they are requesting an answer right away. How do you handle the situation? What is your process?
* Describe a situation where you had to analyze information to make a recommendation. What was the problem? How did you go about solving it?
* Tell us about the one project or initiative for which you were ultimately responsible that challenged you the most. How did you go about it? What was the outcome?

# **Flexibility/Change Management/Time Management/Organizational Skills**

* Can you think of a time that you worked really hard on something, and then were told to switch gears and do it another way? How did you handle that situation? (Or, how would you?)
* Tell us about a time where you had to objectively consider others’ opinions, even when they conflicted with your own, in order to achieve a goal or objective.
* Tell us about a time where you had to adjust to changes that were beyond your control. How did you handle it?
* Tell us about a major project or initiative that involved multiple resources (people, systems, etc.) How did you mobilize and organize these resources to achieve the desired goal? Were your efforts successful? How did you measure your success? What did you learn from the experience?
* To succeed in this role the selected candidate will need to be highly organized and use his or her time very efficiently. What tools or processes do you currently use or employ to ensure that you remain organized, on task, and ahead of deadlines?
* Most of what we do is driven by the payroll deadline.  If you are given a list of people that need to be put on payroll on the afternoon of the deadline, how would you handle the situation with a tight deadline?
* Scenario: A faculty member asks you at 10 AM to assist him/her with preparing some documents for their 2 PM class. At 11 AM, the Chair approaches asking that you prepare a financial report for a 1 PM meeting with the Dean. How would you handle this situation?
* Stepping into this role at this time presents enormous challenges and opportunities. Often, you will be asked to adjust to changes quickly over which you have no control or with which you do not agree. At other times, you will be expected to step away from conventional or standard ways of thinking and develop new concepts and ideas.
  + What change/transition skills do you utilize to help yourself and others to accept change and make the necessary steps to move forward
  + Tell us about a creative/innovative idea that you produced that led to a significant contribution to the success of a project or initiative.
* More often than not, the **[POSITION TITLE]** is faced with aggressive workload demands and competing priorities. Tell me about how you manage in high-stress situations. Give an example, if possible.
* Have you ever had a time where you had more than one important project competing for your time? How did you handle it? What was the outcome?
* Please describe a time when you had several important projects with the same deadline and how you prioritized what was completed first.
* You notice that a co-worker has a huge workload this week. They are working on a time-sensitive project and you notice that their inbox is full. What do you do?
* Sometimes you may have downtime in this role. Tell us about what you do to utilize that time.
* Do you prefer to work on one thing at a time or multi-task? Why?
  + (Follow-up) When you are multi-tasking, how do you prioritize what to work on first?
* When you are multi-tasking, how do you prioritize your tasks?
  + (Follow-up) After you have prioritized, how do you deal with disruptions to your day?
* Give me an example of some things that you’ve done or initiated that are outside the scope of your normal job duties. What motivated you to do it? What was the outcome?
* How do you handle situations where you are pressured to make a decision with little information or applying a policy that is unclear?
* What tools or resources do you use to keep yourself organized and to prioritize your day? How do you deal with disruptions to your work?
* There are many system changes occurring on the UNC campus that effect most of the staff members. Please tell us about a time when you have had to manage change for an organization, staff members and yourself.
* How would you handle a situation where a colleague or customer continuously asks you to provide support that is beyond the scope of your job/responsibilities?
* As a **[POSITION TITLE]**, you must make quick decisions about how to prioritize your day. Describe a situation where you had a number of conflicting demands on your time and how you dealt with this.
* Change is something we deal with often – whether it is processes, policies or customer needs. Please tell us how you handle changing processes and circumstances at work.
* Often we are required to work through situations that are unique or otherwise non-routine. Tell us about a time that you had to come up with a course of action for a situation that you had never encountered before?
* Your work will be cyclical and may come in waves. How will you utilize your time during non-peak periods? What have you done with your down time at past jobs?

# **Position-Specific Questions**

**Finance/Budget**

* Describe what financial roles you have filled in an organization.
* Please tell us about the various types of funding sources accounts that you have experience working with.
* Please tell us about your experience with various types of funding sources and accounts. What types are you most familiar with, least familiar?
* Tell us about any experiences you have had balancing budgets.
* Give an example where you had to operate in a gray area, developing a ***creative*** finance strategy, to solve a problem while maintaining compliance.
* This position is responsible for policies and procedures related to all funding sources. Describe your experience with various fund types (including state funds, F&A/overhead, contract and grants, auxiliary, donor trust funds). If you do not have prior experience in these areas, how would you go about learning about them?
* Can you describe your experience managing State, Instructional, Grant and Trust accounts?
* Briefly tell us a little bit about your financial experience in a university setting and specifically, what past experiences do you think have prepared you for this position?
* Describe your experience managing budgets, expenditures and financial reporting inside a work unit.
* Can you tell us about a time that you had to explain complicated and technical finance information to someone who didn’t understand accounting/budget/finance language? How did you break down the information in order for them to understand?
* Please describe your experience managing a departmental budget.
* In this position you will be responsible for budgeting and financial management. Please describe your experience in these areas.

**Human Resources**

* Tell us about your experience updating, maintaining and interpreting policies and procedures and ensuring that they are adhered to?
* Please tell us about a complex HR situation that you have managed (or for which you served in an advisory capacity). How did you determine what steps to take? What policies/employment laws were invoked? What was the outcome?
* What has your experience been in regards to developing and delivering employee and management training programs?
* What experience have you had with managing employee relations? What aspects do you like most about this function? Least?
* Tell us about a time where you handled sensitive or confidential information. What steps did you take to ensure that you maintained the integrity of the data?
* Describe your level of experience in handling confidential information.
* (Internal applicants) Tell us a little bit about your experience with various HR functions on campus.
* Have you ever had a situation where you had to come up with a solution to a problem that involved multiple HR policies? How did you handle that situation?
* What does being a consultant mean to you? Give us an example of a time when you had to act in a consultative role and what was the outcome?
* What do you think are the most important characteristics for an HR Consultant to have in order to be successful? How do you demonstrate those characteristics?
* This position is responsible for staff, non-faculty and faculty positions. Describe your experience with faculty appointment, promotion and tenure review processes. If you do not have prior experience in these areas, how would you go about learning about them?
* The role of HR is often that of “enforcer.” Tell me about how you go about delivering unfavorable news. Give an example, if possible.
* Sometimes our stakeholders can request things that are unique or non-routine. How do you explain an HR policy to someone in terms that they can understand?
* Briefly explain your human resources related experience and why you are looking to leave your current role.
* Discuss your experience with human resources – appointing, hiring, and promoting faculty, staff, and students.
* What is your experience with completing visa H1B and J-1 applications for faculty?

**Technology/Software/Systems**

* Tell us about your experience working with different office technology. Can you give an example of when you had to learn a new software or system? How did you go about it?
* Can you describe your scheduling/calendaring experience and how much time you currently spend scheduling?
  + Scenario: One morning you realize you’ve scheduled two meetings in the same time slot at 1pm. What would you do? Has this ever happened to you?
* Part of this position may involve maintaining the intranet site. What kind of experience do you have with this? How will you learn skills that you do not have?
* Tell us about a time when you were faced with a complex data problem, how did you go about collecting the data, what tools did you use to analyze the data and what did you learn from the experience?
* Please tell us about your experience working with Excel. What types of formulas, formatting and advanced features like pivot tables, do you know how to use?
* Scenario: The Chair gives you a task that involves using equipment or systems that you have never used before. The person assigning the task leaves for the day. How would you go about getting started?
* What kind of experience do you have with personnel systems or software?
* Please describe your experience using PeopleSoft, Infoporte, etc.

**Facilities**

* How much involvement have you had working with architects, contractors, sub-contractors, engineers, and project managers on large scale commercial construction projects?
* Do you have experience working with space utilization/planning software? If so, what software did you use?

# **Final/Closing Questions**

* Is there anything else you’d like to share with us about your candidacy for our position?
* What is the most important thing that we should know about you that you haven’t had the opportunity to tell us so far?
* What would you like to ask us?
* If you were hired into this position, what would you do in the first 90 days?
* What is your salary expectation?
* If you were selected for the position, how soon could you be available to begin work?
* Is there anything else that you think I should know about you that will help us make a hiring decision?
* Tell me again, why do you feel the position you’re applying for meets your career needs or why is working here so important to you?
* What would have to change at your present position for you to continue working there?
* If you had to choose among three factors – 1) the company, 2) the position you’re applying for, or 3) the people you’d be working with – which would you say plays the most significant role in your decision to accept an offer?
* If we were to make you an offer, how much notice would you need to give your present employer?

# **Reference Check Question Bank**

* How long have you know the applicant? What is your relationship to the applicant?
* What do you consider to be the strongest skills that the applicant will bring to this position?
* Based on your experience, tell me what skills you think the applicant will bring to this position?
* What areas does the applicant have for professional growth or development?
* Where might this position present an opportunity for growth?
* On a scale of 1-5 (1 = poor, 3= average and 5=excellent), how would you rate his/her ability to manage large scale capital projects that involve multiple stakeholders? Please explain.
* On a scale of 1-5 (1 = poor, 3= average and 5=excellent), how would you rate his/her knowledge of **[DUTIES/RESPONSIBILITIES]**? Please explain.
* To your knowledge, has the applicant ever had any performance or conduct issues? If so, please describe.
* Are you aware of any time or attendance issues? If so, please describe.
* Is there anything else that you would like to share with me about the applicant that might help us to make a hiring decision?
* Tell me about the applicant’s leadership skills.
* How would you say this applicant has performed in terms of the quality and quantity of work?
* What are some of the applicant’s strongest competencies and skills?
* What are some competencies and skills that the applicant needs development in?
* Did the applicant meet job requirements in terms of quantity of work? (exceeded requirements, met requirements, or did not meet requirements)
* Did the applicant meet job requirements in terms of quality and accuracy of work? (exceeded requirements, met requirements, or did not meet requirements)
* Did the applicant cooperate with fellow employees, subordinates (if applicable) and supervisors?
* To your knowledge, was/is the applicant able to use independent judgment and discretion? If yes, please explain.
* Would you rehire (or retain) this applicant? If no, please explain.
* How structured an environment would you say the applicant needs to reach their maximum potential?
* Does the applicant typically adhere strictly to job duties, or do they assume responsibilities beyond the basic, written job description?
* Can you comment on the applicant’s ability to accept constructive criticism?
* How much do outside influences play a role in the applicant’s job performance?
* Would you consider the applicant more of a task-oriented or a project-oriented worker?
* How does the applicant handle interruptions, breaks in routine, and last-minute changes?
* How would you grade the applicant’s commitment to project completion?
* How would you grade the applicant’s capacity for analytical thinking and problem solving?
* Does the applicant need close supervision to excel, or do they take more of an autonomous, independent approach to their work?
* How would you grade the applicant’s listening skills?
* How effective is the applicant at delivering bad news? Will the applicant typically assume responsibility for things gone wrong?
* Please grade the applicant’s capacity for initiative and taking action. Does the applicant have a tendency to get bogged down in “analysis paralysis”?
* Is the applicant’s management style more autocratic and paternalistic or is it geared toward a more participative and consensus-building approach?
* How does the applicant approach taking action without getting prior approval?
* Is it this applicant’s natural inclination to report to someone else for sign-off, or does the applicant operate better with independent responsibility and authority?
* Can you address the applicant’s ability to cope with the significant pressures associated with senior management?
* Does the applicant ever delay the inevitable in terms of disciplining or dismissing employees?
* Is the applicant inclined to maintain smooth and amicable relations at all costs, or are they more likely to show their teeth when faced with adversity?
* Does the applicant stay open to all sides of an argument before reaching a decision, or do they get personally involved in conflicts?

# **Tips, Tricks & Recommendations**

* Be careful when asking too general of a question, such as “So tell me all about yourself!” It’s simply too broad an invitation to share information that’s not relevant to the interview.
  + If a candidate gets off-topic, simply steer the candidate in a different direction (“Let’s focus a little more on career experience rather than on the personal history.”)
* Remember, if a candidate shares information that you probably should not know about during an interview, don’t write it down anywhere!

# **Inappropriate Questions to Avoid / Do not ask these questions!!!**

* What is your maiden name so that I can check your references?
* How old are you? What year were you both? When did you graduate from high school?
* Where were you born? Are you a US citizen? Where did you learn to speak **[LANGUAGE]**?
* Are you married? Are you pregnant? Are you planning on having children in the next few years? Can you make adequate provisions for child care?
* Would your religion prevent you from working weekends?
* Are you disabled? Do you have any previous major medical problems? Have you ever filed for workers’ compensation? How many days were you sick last year? Do you have [disease/illness]? What prescription drugs are you currently taking? Have you ever been treated for alcoholism or mental health problems?
* Have you ever been arrested?
* What kind of discharge did you get from the military?
* Have you ever declared bankruptcy or had your wages garnished?
* Who is the nearest relative we should contact in case of an emergency?