



CABRINI
COLLEGE

Interviewing Guide

Career and Professional Development

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Types of Interviews

Behavior-Based Interviewing

Interviewers are asking more behavioral questions these days; that is, they are asking how you have acted or reacted in similar circumstances in the past. The theory behind this is that past behavior is a good indicator of future behavior. To prepare for these types of questions, you must be ready to recall past experiences and how you handled yourself.

For example, an interviewer might ask how you handled a stressful time at work in the past. You might answer something like this: “When all others were getting irritated with the customers and each other, I first took several deep breaths and tried to remember that the customer wasn’t at fault for this situation. After the crunch time passed, I also looked into how we could improve our work lay-out so we would be more efficient in the future.”

Competency-Based Interviewing

Many employers are revamping their job descriptions to focus on the competencies an employee should or must have to be successful in the position. These competencies are then explored through the selection process utilizing the resume, transcript, interview, and references.

Employers could designate a desired level of competency in a variety of areas for each position. Important competencies might include self-managed learning, communication, teamwork, leadership, critical thinking, managing change, interpersonal skills, and technical knowledge.

Screening Interview

A screening interview is a preliminary interview—either in person or by phone—in which a company representative determines whether you have the basic qualifications to warrant a subsequent interview.

Structured Interview

In a structured interview, the interviewer explores certain predetermined areas using questions that have been written in advance. The interviewer has a written description of the experience, skills, and personality traits of the “ideal” candidate. Your experience and skills are compared to specific job tasks. This type of interview is very common and most traditional interviews are based on this format.

Unstructured Interview

Although the interviewer is given a written description of the “ideal” candidate, in the unstructured interview, the interviewer is not given instructions on what specific questions to ask.

Multiple Interviews

It is common in a professional setting to go through multiple interviews. This approach involves a series of interviews in which you meet individually with various representatives of the organization. During the initial interview, the representative usually attempts to get basic information on your skills and abilities.

In subsequent interviews, the focus is on how you would perform the job in relation to the organization's goals and objectives. After the interviews are completed, the interviewers meet and pool their information about your qualifications for the job. A variation on this approach involves a series of interviews in which unsuitable candidates are screened out at each level.

Stress Interview

The interviewer intentionally attempts to upset you to see how you react under pressure. You might be asked questions that make you uncomfortable or you might be interrupted when you are speaking. Although it is uncommon for an entire interview to be conducted under stress conditions, it is common for the interviewer to incorporate stress questions as a part of a traditional interview.

Targeted Interview

Although similar to the structured interview, the areas covered are much more limited. Key qualifications for success on the job are identified and relevant questions are prepared in advance.

Group Interview

You might be interviewed by two or more organization representatives simultaneously. Sometimes, one of the interviewers is designated to ask “stress” questions to see how you respond under pressure. A variation of this format is for two or more organization representatives to interview a group of candidates at the same time.

Preparation Is The Key!

Know Yourself

Be aware of your strengths and weaknesses. Discern clear goals for yourself in relation to a career. Be able to speak positively about your past experiences and future work-related plans.

- Know what you are looking for in the position.
- Know when you have made a great accomplishment and be able to positively articulate this experience and emphasize your part in the accomplishment.
- Know how to reflect your weaknesses in a positive light.
- Know why you are following this career path.
- Know the salary range, level of responsibility, working conditions, and geographic location.

Prepare specific examples of your successes that could be applied to most interview questions, and practice talking about yourself! Most people are not accustomed to talking (and bragging) about themselves. Find someone who will listen or practice with a tape recorder.

Know Yourself in Relation to the Position and the Organization

The employer wants to know if you can do the job, if the job is suited to your talents, and if you will fit.

Relating your skills to those required for the position will go a long way toward answering those important questions.

What are the duties of and qualifications for the position?

Think of the skills required for the specific position and emphasize your skills that match. Be ready to give examples of how you have used those skills.

- What are your personal traits and work values that would be of interest to the employer and an asset to the organization?
- What experiences have you had that relate to the position for which you are interviewing?
- What have you learned that you can transfer to this position?

Prepare Your Answers to Frequently Asked Questions

Be sure to have answers ready, especially to questions you do not want to be asked. Practice (practically memorize) these answers. If you know what you want to say, you will sound organized, confident, and interested.

Also, you will not ramble as much. It is effective and interesting to give an example or tell a story that illustrates your point, but the story should be short (30 seconds is sufficient) with a beginning, a middle, and an upbeat end.

Think of the BAR framework to help develop effective interview answers:

- Background** Set the stage. What was the situation?
- Action** What did you do?
- Results** What happened as a result of your actions?
Quantify the results if you can, and be specific about details.)

How to Research Organizations

To prepare for a successful job interview, you need to know as much as you can about the organization. By doing your homework, you show your interest and enthusiasm to the employer and establish a common base of knowledge from which questions can be asked and to which information can be added, allowing both you and the employer to evaluate the “job fit” more carefully.

Things to know when starting your research:

- Public companies are easier to research than private companies.
- It's easier to locate information on large multi-national organizations than local or regional ones.
- Most information found in libraries or other resource areas tends to be dated.
For more current information, look to the internet, national newspapers, and business magazines.
- No single place is going to have everything you need (although the internet gets pretty close).
Try career center libraries, college and university libraries, public libraries, chambers of commerce, and trade associations, as well as the company itself.

Things to look for:

- Age of the organization/reputation
- Sales, assets, and earnings
- Philosophy and mission
- Number of employees
- Services or products
- Size/growth patterns
- Key people
- New products/projects

Good sources of information:

- The Wall Street Journal
- The Philadelphia Inquirer
- The New York Times
- Encyclopedia of Associations
- Standard and Poor's Register
- Moody's Manuals and News Reports
- NACE Job Choices Magazine
- Regional business directories published by Chambers of Commerce and other organizations
- Philadelphia Business Journal
- Dun's Career Guide
- Harris Directory
- Peterson's Annual Guides
- America's Fastest Growing Employers
- Company annual report
- Hoover's Handbook of American Companies

The Internet

The internet is so vast that practically anything can be found on it. The vastness is also what makes it somewhat difficult to navigate. There are many fantastic job-search–related sites. You can also find online magazines and newspapers, such as *The Wall Street Journal* (www.wsj.com) that will aid in finding up-to-date news on your selected company.

Company websites will contain most of the information you need. It is also a good idea to research the overall market and competitors to get a better understanding of the corporate culture.

Informational Interviews

Informational interviewing is one of the best ways to get information about a company and perhaps make a great first impression. This simply means setting up an interview just to gain more information about the company and what it does.

A second way to obtain information directly from the company is to simply call and request it. You can start by contacting the Human Resources department but sometimes they are either extremely busy or cannot help you.

The next place to contact is either Investor Relations or Finance Departments. Things to ask for include a current 10-K (an annual filing by a company to the Securities and Exchange Commission detailing its financial information), an annual report, and a press kit (a prepared release for the media which gives current company information and addresses current issues). Again, much of this information is available online.

Frequently Asked Questions

These frequently asked questions are generic in nature. Be prepared for major-specific questions as well.

- Why did you choose to be a _____ major/minor? *Tie this in to a strength or interest, give an example.*
- What college subjects did you like best/least? *This is a great place to make a match with the job in question.*
- What aspects of your college education did you enjoy most or least?
- How has your college education prepared you for your career?
- Tell me about yourself? *Give a short answer, relating to college, professional goals, and skills.*
- How would you describe yourself? What adjectives would you use?
- In what ways have you changed?
- What are your long-range and short-term career goals?
You don't need to be specific, but show knowledge of career paths and opportunities in the industry.
- What qualities do you have that would make you successful in this position?
Use BAR, as noted previously. Make that match between your qualities and the position.
- What do you know about our organization?
Know more than the basics. Let your answer show that you have done some research.
- If I spoke to three or four of your peers who know you well, how would they describe you?
- How would your (best friend, supervisor or co-worker) describe you?
Pick a quality sought in the job market.
- What is your greatest strength? *Prove it with an example.*
- What is your greatest weakness?
Choose one that does not directly relate to the job or choose one that you have been working on and tell them how you've improved. The perfectionist answer is overused.
- What accomplishments have given you the most satisfaction?

- What major problem/mistake have you encountered and how did you deal with it?
Emphasize the positive.
- What has been the most frustrating situation you have encountered in your career to date?
- What caused this? How did you deal with it? What would you do differently next time?
- Why should we hire you? *Set yourself apart from other candidate. Keep the job description in mind.*
- What are the most important rewards you expect from your career?
- What does success mean to you?
- How do you work under pressure? *Give an example.*
- Describe a situation in your last job involving pressure. How did you handle it?
- Describe a situation where you had to be relatively quick in coming up with a decision.
- Why did you decide to apply for this position?
- Why are you interested in our organization?
Indicate that you share a mutual feeling for the things they hold in high regard when this is the case.
- What part of our company are you most interested in?
- In what ways do you think you could contribute to our organization?
- Show your knowledge of the organization/industry and correlate it with your skills and interests.
- Have you held a leadership position in the past?
- Who do you emulate and why?
- Among your past managers/supervisors, whose style did you like best/least and why?
- How did you address the leadership styles you did not like?
- Describe the working environment where you perform at your best.
- Describe your ideal job.
- Of the jobs on your resume, in which were you handed more responsibilities, advanced, or promoted?
- Of all the jobs you've had, which did you find the least rewarding and why?
- What would you rather have done more of in your last job?
- If you could have made one suggestion to management in your last job, what would it have been?
- What was the most difficult part of your last job?
- How did you feel about your work load at your previous/current job?
- How did you divide your time among your major areas of responsibility?
- What do you consider a long work day?
- What jobs have you had that lacked prestige?
- If you had 12 hours of work to do, how would you organize to get it done?
- Would you like to have your boss' job? Why or why not?
- Tell me about a time when you've had to work as part of a team.
Talk about your specific contributions and how you worked with others.
- Describe your role in a group project, athletic team, or organization.
- Have you been in a situation where one team member did not pull his/her weight and how did you handle it? What has been your role in a losing team?
- What do you do for fun? In what extracurricular activities did you participate?
- How did you get involved? How active are/were you?

- What do you like least about the company for which you are currently working?
- What factors influenced you to work there?
- How do you feel about your progress to date? Why do you feel that way?
- What is your description of the ideal manager?
- What motivates you and why?
- What have you done that shows initiative and willingness to work?
- What kinds of decisions are most difficult for you?
- Were you ever fired from a job or asked to leave?
- What other types of positions are you currently seeking or considering?
- You are the owner of a company and a disgruntled customer comes in with a problem. How do you handle it?
Show you can take a pro and a con position.
- If you were hiring someone for this job, for what qualities would you look? What questions would you ask?
- What questions do you have for us? *Prepare three questions that show your awareness of the position.*
- What does “backbone” mean to you?
- If you won the \$50 million dollar lottery, would you still work? What kind of work would you do?
- Talk about the biggest mistake you made professionally and what did you learn from it.
- Give me three adjectives/words that you want an employer to use to describe you.
- What three words wouldn’t you want an employer to use in describing you?
- Give me three adjectives that your professors would use to describe you right now?
- If you had to describe yourself in three words, what would they be?
- When I call your references, what will they say about you?
- What is your personal definition of success?
- How would you describe your personality?
- What kinds of people bug you?
- Tell me about some of the groups you have had to get cooperation from. What did you do?
- Discuss a time when your integrity was challenged. How did you handle it?
- If you saw a co-worker doing something dishonest, would you tell your boss?
- What would you do about it?
- When was the last time you “broke the rules” (thought outside the box) and how did you do it?
- When taking on a new task, do you like to have a great deal of feedback and responsibility at the outset, or do you like to try your own approach?
- What haven’t I asked you that you think I should know?
This is your opportunity to say all the relevant things you practiced, but weren't asked.

Behavioral Interview Questions

Communication

Tell me about a time when the ability to communicate effectively was critical to the success of a task or project.

How did you handle it? Describe a situation you observed or were a part of where you feel communication was handled particularly well by someone else. What did they do? Why do you think it was effective?

- The interviewer will evaluate your bias for written or oral communication and match this to the needs of the position, note your description of effective communication, and assess your ability to communicate in a clear, concise, understandable way.

Initiative

Describe a situation where initiative on the part of you or someone else was critical.

Why was it important? How was it handled?

Tell me about a situation where your own initiative made a difference in the outcome.

- The interviewer will determine how you value pro-activity over re-activity, assess judgment in the selection of the situation calling for initiative and the activities used to respond to it, and determine your willingness to go beyond a given parameter if required.

Behavioral Flexibility

Describe a time when you had to approach several people for support or cooperation whom you considered quite different from one another. What did you have to do differently with each person? How did you know what to do differently?

Describe a situation in which your first attempt to sell an idea to someone failed.

How did you react to this? What other approaches did you try?

- The interviewer will assess your ability to cooperate and negotiate with different personalities.

Leadership/Influence

Tell me about one of the toughest groups you have had to get cooperation from. Did you have formal authority?

What did you do? Of the people you have encountered or know about in public positions of leadership, who do you look to as a role model and why?

- The interviewer will assess your ability and willingness to influence and be influenced by others, to confront issues honestly, and to what degree you model the behaviors expected from others.

Planning/Organizing

Describe a task or project you led and how you set it up and followed through.

Tell me about a situation you observed or were a part of where there were time and/or resource constraints.

What happened? Why? Describe a situation that required tasks to be done at the same time.

How did you handle the situation? What was the result?

- The interviewer will assess your recognition of the need to plan, willingness and ability to prioritize, and effectiveness in gathering and organizing information, as well as your identification of potential obstacles and ways of dealing with them, and effective use of time and resources.

Problem Solving/Decision Making

Describe a situation where a prompt and accurate decision on your part was critical. What did you consider in reaching your decision? Describe two examples of good decisions you have made in the last six months.

What were the alternatives? Why were they good decisions?

Tell me about a decision you made in the past that later proved to be a wrong decision. Why was it wrong?

What would you do differently now, if anything, in making that decision?

- The interviewer will assess your willingness and ability to gather and analyze information, your anticipation and consideration of potential problems and opportunities, your judgment and logical assumptions in light of what was known prior to the decision, and your readiness to make a decision and act on it.

Sales Ability/Persuasiveness

What are some of the best ideas you have sold to others? What was your approach?

Describe a selling experience you have had. Give me a specific example of a successful or unsuccessful sale. Why was it successful or unsuccessful?

- The interviewer will assess your ability to select the appropriate style for the situation, and gain agreement or acceptance of the plan.

Sensitivity/Team Effectiveness

When dealing with individuals or groups, how do you determine when you are pushing too hard?

Tell me about a team where you were the leader. What were the results?

Describe some situations where you wished you had acted differently with someone at work/school.

What did you do? What happened?

- The interviewer will assess your consideration of decisions on other team members, your objectivity in looking at different points of view and a willingness to confront difference of opinion from other team members.

Work Standards

Is there a particular experience that stands out as one you never want to repeat because you did not meet your normal standards of performance? What and why? What is the best job you have ever done on an assignment, the standard of your own performance that you used as a benchmark?

- Be specific about the task; the interviewer will not settle for a general discussion of what is good. The interviewer will determine the degree to which poor performance is unacceptable and will determine your motivation to do a good job consistently, and will assess work habits and methods to achieve results.

Interview Questions That Work

You should ask questions, but not basic questions to which you should know the answer.

For example, you should know the main business, products, clients, and industry of the organization, *i.e.*, what they do. You should know most of the duties and responsibilities of the position for which you are interviewing.

Here are some questions appropriate for an interviewee to ask at the end of a job interview.

- I read in the organization's literature (newspaper or from websites) about your _____ (merger/stock growth/new product, etc.).
Will this affect _____ (long-term growth, this entry-level position, my potential for advancement, etc.)?
- How does your firm handle the problem of _____ (current topic of interest in the industry)?
- With whom will I be working?
- How much travel is involved?
- What are some of the more difficult problems facing someone in this position?
- How do you think these could best be handled?
- What is the typical path of advancement in this organization?
- How would I be supervised?
- How will my performance be evaluated if I am hired?
- How would you describe this organization's corporate culture?
- What is the next step in the hiring process?

Your personal appearance, composure, communication skills, and promptness are also indicators of your ability to perform a job. Be sure to look like you have a clue about the professional world of work. Even if the mode of dress in an industry is usually casual, wear a suit or dress to the interview.

Try not to let nervousness overpower your ability to have a normal conversation. Let your tone of voice and body language show that you have interest in and enthusiasm for the job and confidence in your abilities. And for obvious reasons, always arrive about 10 minutes early.

The Interview

Practice, Practice, Practice!

When you know that you have upcoming interviews, do a mock interview or have a friend act as an interviewer to ask you questions you would likely be asked in a real interview.

You can always improve on your delivery and often strengthen your response through practice. Mock interviews can be extremely useful and instructional. You can check your appearance and note any nervous habits or movements, which could detract from your interview. Even better is the opportunity to hear your answers.

Everyone hates to hear their own taped voices; this is not what we focus on in the mock interview. The content of the answer is what we critique. Sometimes, just by changing the emphasis or highlighting a strength or experience, the overall impression you make on an employer can be greatly enhanced. If you can't find a friend to help you practice, try taping your responses and make notes about which responses sounded strong and which need improvement.

Going on a “Dry Run” to Prepare

Several days before the interview, go to the interview location, preferably at the start or end of the work day. This way, you will know how long it will take you to arrive on the interview day, where to park (and how much it might cost), and you might see what people who are working there are wearing so that you can plan your wardrobe accordingly. You will be familiar with your route and destination, so that on interview day, you'll have one less thing to be concerned about.

Proper Attire

The importance of appearance can't be overemphasized. Some interviewers say that they form their opinion of a candidate within the first few minutes of the interview. If this is the case, then the first impression you make is crucial to the tone you hope to set for the rest of the interview. Don't skimp on your clothing budget; plan to get the best you can reasonably afford. Better materials look nicer and wear longer.

The best way to find out what to wear to the interview is to ask about proper attire in your information interviewing stage. Also, use the contacts that you have developed in your personal network to find out more.

Actually, it is not improper to ask the interviewer over the phone if there is a certain dress code you should follow. Although it is good (and safe) to overdress a bit, drastic overdressing will not only make you uncomfortable, but also make the employer uncomfortable. Whatever you decide to wear, be sure it is clean, neatly pressed, and well-tailored to you.

A good fit can make even a bargain suit look great. It is always safe to go a little conservative, too; you can make your fashion statement after you get “Employee of the Month!”

At the Interview

- Take a clean folder with resumes, note paper, and two pens. You might want to take a few notes during the interview. You might also want to take a calendar or day planner to schedule a second interview.
- Take business cards if you have them, and get your interviewer's business card.
- Greet everyone you meet with a smile and direct eye contact.
- Offer a firm handshake and speak clearly. Be enthusiastic.
- Refuse coffee if someone offers it, do not smoke beforehand.
- Sit in a chair that permits you to stand easily.
- Make sure that you hear and remember the interviewer's name and use it.
- Maintain eye contact and have alert body posture (sit up straight, lean slightly forward, do not slouch).
- Remain standing until invited to sit.
- Avoid nervous habits such as toe tapping or hair twirling (instead rub two fingers together under your folder, out of the interviewer's sight).
- Be yourself.
- Offer something; tell them how you can meet their needs.

The interview will probably begin with small talk about the weather, your travel to the site, current events, etc. Be aware of the major items in the news so you can have a fairly intelligent conversation. Be pleasant, but don't drag this on too long. Follow cues from the interviewer.

During the core of the interview, you may pause to think about an answer to a question or ask for clarification. Better to pause than say "um" or ramble away from the subject. Stick to the subject and give concise answers.

Remember what you practiced! Remain professional at all times and avoid personal issues. Never bad-mouth a previous employer, professor, your school, etc. It's a small world!

This is your opportunity to match your personal qualifications to the prospective job. Don't assume that they realize why you are the ideal candidate.

- Be alert to signs that the interview is coming to a close and follow the interviewer's lead.
- If possible restate your strong points and show enthusiasm and interest for the position.
- If you want to, say that you would like the job.
- Ask about the next step in the hiring process. Get the interviewer's business card.
- Thank the interviewer for speaking with you.
- Leave with, again, a smile and a firm handshake.

After the Interview

- Take notes as soon as you leave. Write down your impression of the organization/position, your first reactions, anything you found particularly noteworthy or interesting, important names, any questions you weren't able to answer, and what you are supposed to do next.
- **Write a thank you letter within 24 hours.** Refer to aspects of the interview so that the interviewer remembers you, offer any additional information that you forgot to give in the interview, address the letter to the head person with whom you met, and mention anyone else you met, or write separate letters.
- If you are asked to “stay in touch,” do it!

The Second Interview

It is rare that a candidate is hired for a professional position on the basis of one interview. During a second interview, you might be interviewed by the same person as before or by potential supervisors or co-workers.

- The interview might last less than an hour or a series of interviews might be scheduled over multiple days.
- You might be interviewed by several people that ask the same questions over and over. You don't need to have a new answer each time, but remain enthusiastic.
- Be prepared for more technical or specifically job-related questions.
- Gather information for your decision making. If you get a second interview, the company is serious about you. Ask all appropriate questions that occur to you.
- You should ask questions other than the ones you asked in the first interview.
- You might be invited to a meal. Order something easy to eat, no alcohol, nothing strong-smelling.

If offered the job on the spot, you do not need to respond on the spot. Thank them and arrange a time to get back to them.

Salary Negotiations

- Do not ask about salary until you have received an offer, or if the interviewer brings it up.
- Know the typical salary range for the position and determine your personal needs.
- Use online salary surveys and job listings to determine the typical salary.
- Estimate money needed to meet your basic needs for one year (food, shelter, loan/credit card payment, etc.).
- Determine the salary you expect to get and will accept and reconcile this figure with the amount estimated to cover basic needs.
- Consider the intervals at which salary adjustments are made and the benefits package (health insurance, company car, gas reimbursement, etc.).
- Let the employer name a salary first.
- If the employer states a salary range, accept the top of the range (if it is high enough for you).
- Don't answer, “What is the minimum you will accept?” with a dollar amount.
Either let the employer give you a salary suggestion or state the broad range of appropriate salaries that you found in researching the field. “When researching this type of position, I found the range of \$32,000–\$37,000 to be the average salary. How does this compare with your organization's salary scale?”

- The interviewer might state the salary up front. If it is reasonable for you, indicate agreement. If it is not reasonable, you may ask, “Is that figure negotiable?” The interviewer might say yes and ask what you would like. Be careful to give a reasonable answer based on your research. If it is not negotiable, do not push for more.

If you choose to negotiate for a higher figure, establish a range within the employer’s but slightly higher. For example, if the company offers you \$30–\$35,000, and this is within the proximity of the salary that you found in your research, you may say something like, “Through my research, I found that a proper salary for a person with my qualifications is in the range of \$33–\$38,000. Would this be an acceptable range?” This now puts your lowest acceptable offer in the employer’s higher end.

After you establish these figures, justify them by reiterating the importance of the position, the duties of the position, and your qualifications for it. You are now within striking distance of a \$35–\$36,000 salary, which is most likely much more than what you would have received if you would have simply accepted the first offer the employer made.

You may also ask the employer if you may take up to 48 hours to “sleep on” the offer. During this time, you should take into consideration if the offer is reasonable for the amount of work involved, if you can do better elsewhere, and if you can afford to live on the salary.

If you have other offers, now is the time to follow up on those and let them know that they are not the only ones considering you. This might get the employer to offer you a higher figure if they really want you in their company.

Benefits

While salary is generally a dollar figure, benefits are also a valuable source of income and should be factored into making your decision. Some common benefits include medical, dental, life insurance, paid vacation, sick leave, retirement plans, education, etc. If there is a certain job that you would really like to accept, but they can’t offer you the salary that you need, you should try negotiating for extra benefits such as flex time, extended paid vacation, higher percentage of insurance costs shared by the company, or perhaps even a company car, if that is available.

Future Re-Negotiation

If you come to the point where you do want the job, but the employer cannot currently offer you more money or benefits, you can try to negotiate for a re-negotiation after three or six months. At that time, the employer will have seen that you are going to be a great asset to the company and will be more interested in investing more money in you.

Accepting the Offer

- Don’t get discouraged if you don’t get an offer. Be persistent. A job search might be a long process.
- Before accepting, make sure salary, benefits, job responsibilities, etc. are confirmed.
- Be sure you have seen your work area.
- If much time will pass before your start date, write another thank you letter confirming acceptance and start date.

Reasons Employers Do Hire Applicants

Be sure to mention these qualities if you have them!

- Strong communication skills
- Quick learner/thinker
- Follows directions well
- Works well independently
- Team player
- Detail oriented
- Dependable
- Conscientious
- Willingness to learn
- Thinks critically
- Works well under pressure
- Self-motivated
- Adaptable to new situations/flexible
- Punctual
- Work well with all types of people
- Honest

Give an example or story relating where and when you have shown these qualities.

Reasons Employers Don't Hire Applicants

- Poor personal appearance
- Overbearing-overaggressive-conceited
- Overemphasis on money
- Poor scholastic record
- Condemnation of past employers
- Lack of maturity
- Failure to look interviewer in the eye
- Sloppy application form
- Wants job only for short time
- Lack of knowledge of field of specialization
- No interest in company or industry
- Unwillingness to go where we send him/her
- Intolerant, strong prejudices
- Inability to take criticism
- Late to interview without good reason
- Asks no questions about job
- Laziness
- Inability to express self clearly; poor voice, diction, grammar, etc.
- Lack of planning for career; no purpose or goals
- Unwilling to start at the bottom; expects too much too soon
- Failure to express appreciation for interviewer's time
- No understanding of personal strengths and weaknesses
- Interviewee assumes that the interviewer will figure out why he/she is the best candidate
- Lack of interest and enthusiasm
- Lack of confidence and poise, nervousness
- Lack of tact
- Marked dislike of school work
- Lack of social understanding
- Lack of courtesy
- Indecision
- Merely shopping around
- Little sense of humor
- Parents make decisions for individual
- Emphasis on whom individual knows
- Cynical
- Narrow interests
- Lack of appreciation of the value of experience
- Never heard of organization
- Indefinite response to questions
- Makes excuses, harps on trouble areas

Interview Wrap-Up (Job Seeker)

Name of Organization _____

Interview Date _____ Interview Length _____

Purpose/Type of Interview _____

Person(s) I met with:

Name _____ Title _____

Name _____ Title _____

Job Title _____

Overall Impression of Interview _____

Questions I answered best _____

Questions I will answer differently next time _____

What did I omit? What should I have done differently? _____

How did I leave things? Expanded Interest No Interests

Is another interview set up? Yes No If yes, when? _____

Interview scheduled with _____

I am supposed to hear from them by _____

In my follow-up letter, I should cover _____

Sample Employer Review

Name of Candidate _____

Interview Date _____

Interviewer Name _____

Interview Title _____

First Interview Second Interview Third Interview Interviewed for Current Opening General Interview

Position/Type of Work Sought _____

Referral Source _____

Candidate Information

Rate the candidate on the following, if appropriate:

Related Experience: Rate work / military / volunteer experience.

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Related Education: Rate formal education and training.

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Communication Skills: Rate written and oral skills.

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Planning and Organization Skills: Rate ability to prioritize, manage time, and manage projects.

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Dependability / Reliability: Rate attendance, punctuality, follow-through, and commitment.

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Interest in Job / Company: Rate how much candidate wants job / interest in company.

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Composure: Rate handling of interview / stress level / responsiveness.

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Initiative: Rate willingness to learn / take on new responsibilities.

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Team Participation: Rate past team participation / team-building experience.

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Job Knowledge: Rate specific skills needed for job.

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Computer Skills: Rate specific software and hardware / skills / training /experience.

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Knowledge of Field: Rate familiarity with field of expertise and current developments.

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Creativity: Rate interest and ability to make improvements / affect efficiency.

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Overall Impression

Excellent Good Satisfactory Poor Unacceptable Not Applicable

Comments:

Recruitment Information

Continue Recruiting Process End Recruiting Process

Set up next interview? Yes No If yes, with whom? _____

Offer to candidate? Yes No If yes, when? _____

Need anything additional from candidate? Yes No

If yes, what? _____

If ending recruitment process, why? _____

Send rejection letter? Yes No If yes, when? _____

Other Positions to Consider Candidate for:

Completed by _____ Date _____