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| ***Field Operative Interview Questions: Character*** | REF: | FRM.HRM.003 |

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| **A** | ***Applicant Particulars*** | | | | | |
| **Name** | | | |  | **Date** |  |
| **Position Applying For** | | | |  | **State** |  |
| **B** | ***Questions 1*** | | | | | |
| **What are the biggest strengths you will bring to this organization?** | | | | | | |
| *Purposely open ended to allow them to sell their abilities. Looking for specifics and past accomplishments that are relevant to the position before revealing what these are.* | | | | | | |
| **Comments:** | | | | | | |
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| **Rating (1-10):** | | | | | | |
| **C** | ***Questions 2*** | | | | | |
| **What are the things you do not like to do, and not want to work on?** | | | | | | |
| *Test for honesty. A less threatening way to ask weaknesses.  We all have weaknesses, are they willing to take a risk, be honest and explain where they might need help? People are good at what they enjoy and not so good at what they do not enjoy.* | | | | | | |
| **Comments:** | | | | | | |
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| **Rating (1-10):** | | | | | | |
| **D** | | ***Questions 3*** | | | | |
| **Please walk me through a typical day at your current/previous job and about your boos and relationship with them?** | | | | | | |
| *Tests their resume and title against their actual duties. Probes their level of supervision by their boss and how much autonomy they we given? Tell me about the people you hired in your last position? How long did they stay? What percentage worked out? Tests knowledge of turn-over, training and honesty too (since no one has a 100% success rate).* | | | | | | |
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| **Rating (1-10):** | | | | | | |
| **E** | ***Questions 4*** | | | | | |
| **What adjectives would your references use to describe you?** | | | | | | |
| *Keeps it short and can be compared to actual reference comments to see how self-aware they are about their strengths and weaknesses?* | | | | | | |
| **Comments:** | | | | | | |
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| **Rating (1-10):** | | | | | | |
| **F** | ***Questions 5*** | | | | | |
| **Think of someone you have had problems with in your career, as we all do, who you would NEVER use as a reference. Tell me the adjectives (to keep short) they might use to describe you and why they had this perception?  Then we can discuss how you dealt with the situation.** | | | | | | |
| *This is a great backdoor to the weakness’s questions and far more effective.  It is very open-ended and often brings up events or problems that they would never volunteer that are indicative of issues.  Gets at potential reference points they will not volunteer and companies, or environments, where they may struggle. Tests honesty as anyone saying they never had any problems with someone else is probably not being totally honest. Tests their ability to deal with difficult situations? Tests their impressions of the resolution of the problem(s) and if the company’s mission still got done in spite of personal issues. Give you things to ask references about that force more honesty.* | | | | | | |
| **Comments:** | | | | | | |
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| **Rating (1-10):** | | | | | | |
| **G** | | ***Questions 6*** | | | | |
| **Tell me what the first 5 things are you would do if you got this position?** | | | | | | |
| *Tests the level they think at, how they go about solving problems, how quickly they will dig in. How much research and investigation they will do before implementing changes to be sensitive to the organization, history and other company specific issues.* | | | | | | |
| **Comments:** | | | | | | |
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| **H** | | ***Questions 7*** | | | | |
| **What accomplishment in your career to date are you most proud of?** | | | | | | |
| *What level is the accomplishment at? Is it big or small? Does it show skill, luck, focus, hard work, long-term career objectives?* | | | | | | |
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| **I** | ***Questions 8*** | | | | | | |
| **Where would you like to be in 3-5 years in your career? What would you like to be earning?** | | | | | | |
| *Shows ambition, ability to think ahead and plan and tests their plans against the company's goals for the person and position.* | | | | | | |
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| **J** | ***Questions 9*** | | | | | | |
| **What do you think are the most important five (3-7) things for you to be successful in this position?** | | | | | | |
| *Candidate will most often site what they believe to be their strengths, which may or may not agree with your corporate priorities and goals.* | | | | | | |
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| **K** | ***Questions 10*** | | | | | | |
| **What are some things your current employer could do differently to be more successful?** | | | | | | | |
| *Sour grapes or constructive criticism?  What is the level they are thinking at small or large ideas and concepts? If nothing but complaints they could be a malcontent, who took no action to improve the situation, or would have a negative impact on company morale.* | | | | | | | |
| **Comments:** | | | | | | | |
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| **L** | ***Questions 11*** | | | | | | | |
| **Why are you interested in this job? What do you know about our company?** | | | | | | | | |
| *Genuine interest here or just another job? Shows knowledge of your company - Did they do their homework on your company what level of information did they focus on and consider important? Do they talk about a career path that makes sense within your company?* | | | | | | | | |
| **Comments:** | | | | | | | | |
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| **M** | | | ***Questions 12*** | | | | | |
| **What have been the biggest failures and frustrations in your career?** | | | | | | | | |
| *Brings out attitudes about failure, risk, and self-responsibility versus just blaming others and outside factors. Learning experiences, ability to pick up and move on etc.* | | | | | | | | |
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| **N** | | ***Questions 13*** | | | | | | |
| **Why have you decided to leave your current position?** | | | | | | |
| *Dig deeply into this with follow-up questions on their answers?  Whatever is driving this is critical to how they see the world and work. What did they do to try to correct what was driving them away? Was it out of their control, or a projection of their own issues?* | | | | | | |
| **Comments:** | | | | | | |
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| **O** | | ***Questions 14*** | | | | | | |
| **What risks did you take in your last position?** | | | | | | | | |
| *Studies indicate that people who take risk are generally more successful than those who do not! As optimists are far more successful than pessimists.  Discussion on this can be very revealing. In early-stage organizations you will not want to hire people who are not too risk averse, as they may jump at the first new opportunity after learning how up and down things can be. You will also need people willing to fail more rapidly in small ways to help figure out the company's secret sauce.* | | | | | | | | |
| **Comments:** | | | | | | | | |
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| **Rating (1-10):** | | | | | | | | |