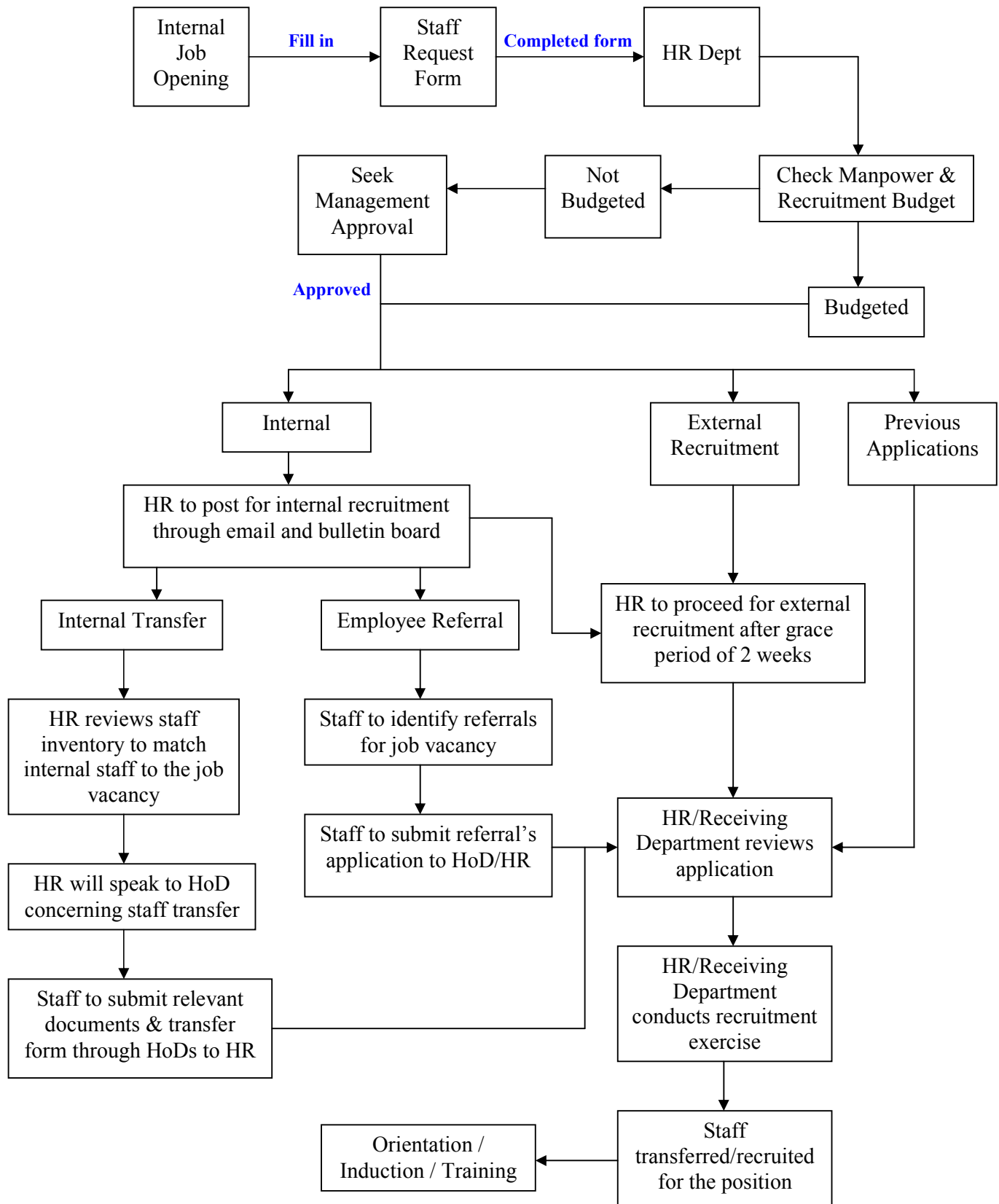


RECRUITMENT PROCESS



Experience

- I'm interested in the jobs you've held, what are your duties and responsibilities, your likes and dislikes, and what you felt you may have gained from them.
- Tell us about yourself.
Focus on the aspects of your experience that apply specifically to the position that you're applying for.
- What are some of the functions and areas on your current job you have done well?
- What are some of the major challenges and problems you have face in your current job? How did you handle them?
- What was the biggest accomplishment in this position?
- What was the biggest failure in this position?
- What steps have you taken to improve your job skills?
- What aspect of our organization has the greatest appeal for you?
- What challenges do you think that you will face in moving from your current position to this position?
- Knowing our organization and the position that you're interviewing for, where do you think you can make contribution?
- How has your current position prepared you to take on greater responsibilities?
- What make you more qualified than the other candidates?
- Why do you want to leave your current job?
- What actions have you taken in the past few years to prepare you for this higher position?
- What steps have you taken in the past two years to improve your qualifications?
- In the areas where your experience falls short for this job, what steps will you take to make up for this shortfall?

Qualification/Education

- You've given me a good review of your work experience—now let's talk about your education. Why don't we start with high school briefly and then cover more recent schooling and any specialized on the job training you may have had. I'm interested in the subjects you preferred, your grades, extracurricular activities, and anything else of importance.
- What work-based training & development activities have you undertaken in the last year?
- What were the main learning points from these activities?
- What aspect of your education applies to this position?
- What training have you received that qualifies you for this job?
- What have you done outside of formal education to improve yourself?
- What training opportunities have you taken advantage of and why?
- What additional training will we have to provide for you if we hire you?

First Job

- How has your education prepared you for this position?
- Which courses that you took will contribute the most to your effective performance in this job?
- What was the single most important lesson that you have learned in school?
- What do you like the most about the career that you're seeking?
- What do you like the least about the career that you're seeking?
- Why did you choose the college that you have attended?
- Why did you select the major that you have selected?
- Tell us about your extra-curricular activities in school?
- What aspects of your education will assist you in the job that you are seeking?
- How will your degree help you succeed in the job that you are interviewing for?
- If we were to ask your professors what single quality that you possess is the most outstanding, what would they say?

Strengths and Weaknesses

- What would you say are some of your strengths - qualities both personal and professional that make you a good prospect for any employer?
- What are your strong points and how have they helped you to succeed?
- You've given me some real assets, and now I'd like to hear about areas you'd like to develop further - all of us have qualities we'd like to change or improve. What are some of yours?

Interpersonal Skills

- What would your boss say about you - both positive and negative?
- What would your subordinates say about - both positive and negative?
- What would your co-workers say about you - both positive and negative?
- What three keywords would your peers use to describe you?
- Describe a situation in which your work was criticized?
Describe the situation and how you responded to the criticism.
- How do you deal with conflict?
- Tell us about the last time you lost your temper?
- What situations make you lose your temper?

Motivation

- How do you remain motivated in your work?
- How do you motivate yourself to complete unpleasant assignments?
- How do you motivate your team to keep progressing with their goals/objectives?

Analytical Skills

- Tell us about a particularly difficult problem that you analyzed and what your recommendation was.
- What steps do you take when analyzing complex problems?
- Tell us about a situation where the analysis that you performed was incorrect. What would you have done differently?

Initiative

- Please describe a situation where you have had to work on your own initiative to solve a problem/complete a task.

Teamwork

- Describe a work team of which you have been a member.
 - ✓ What role did you have in that team?
 - ✓ What made that team effective?
- How could the team have worked better together?
- What experience of leading a team do you have?
- What are the advantages and disadvantages of working in a team as opposed to working independently?
- Do you work better by yourself or as part of a team?
- What type of people do you work best with?

Leadership

- What personal qualities should a leader have?
- What is your strongest leadership skill and how will it assist you for this job?
- Tell us about a situation in which you demonstrated your leadership ability.

Organization skills

- Please describe how you organize your day/workload. How did you handle the unexpected?
- If you have a number of tasks to complete, and your manager gives you a further task, stating it is urgent, how would you manage this situation?
- What processes or systems have you put in place in your current or previous roles to organize your work?
- Why do you think effective organizational skills are essential for this role?

Management skills

- What skills do you possess that make you an effective people manager?
- Please tell us about a time where you have had to discipline a member of your staff,
 - ✓ How did you approach it?
 - ✓ What would you do differently/the same if the situation arose again?
- What do you feel are the differences between a leader and a manager?
- What system of appraisal/performance review have you used with your staff in the past? How effective was it?
- How would you describe your management style?
- How do you manage the budget within your Department?

Decision Making

- What type of decisions do you make in your current position?
- What decisions are easiest for you to make and which ones are the most difficult? Why?
In addressing the decisions that are the most difficult for you, don't cite decisions that are essential to the job that you are interviewing for. For the decisions that you do cite, expand your answer by telling what steps that you're taking to improve your decision making.
- What steps are involved in making a decision?
- What items of information do you typically need before you make a decision?
Remember, there are no perfect decisions.
- Give us an example of your ability to make decisions under pressure.
- Tell us about the worst decision that you've made on the job.
- Tell us about the best decision that you've made on the job.
- How would you rate a job that requires you to constantly make decisions?

Prioritization

- You are given a number of assignments. How will you prioritize the assignments?
- Along with your other assignments, you've been given a rush assignment that has to be done. What adjustments or considerations will you make in trying to complete the rush assignment?
- To perform your duties more efficiently and reduce interruptions, what steps should be taken when given a new assignment?
- On what basis should a supervisor schedule and assign work?
- What is the importance of prioritizing work?
- How do you prioritize your work?
- Your section supervisor has given you a rush assignment. The assignment is in conflict with an assignment that was given to you by the section supervisor's boss. How will you handle these assignments

Budget & Cost Control

- What experience have you had in developing a budget?
- What is the purpose of a budget?
- What are the steps involved in preparing a budget?
- Have you conducted a budget review?
- You have been asked to recommend some criteria for reducing the budget. What criteria will you recommend for reducing the budget?
- Cost reduction is often associated with budget reductions. What are some positive means of reducing costs?
- What are the factors involved in a cost/benefit analysis?

Planning and Strategy

- How do you plan your work?
- What is the importance of planning your work?
- What are the elements included in strategic planning?
- How will you insure that the implementation of a plan is consistent with the objectives of the plan?
- What are the steps involved in developing goals and objectives?
- What is the relationship between goals and planning?
- How would you go about establishing a mission statement for the organization that you supervise?

Supervision and Management Situations

- Two employees come to you about a verbal disagreement. One says the incident happened one way, and the other employee has a different story. There are no other witnesses. What will you do?
- You have an model employee who suddenly starts coming in late. How will you handle this situation?
- An employee complains that you gave another employee a benefit that the employee did not receive. He states that this is not fair. How will you handle this employee?
- A supervisor from another group comes to you and complains that your employee visits the other group constantly and disrupts the work. What steps will you take?
- An employee from another group comes to you and complains that your employee visits the other group constantly and disrupts the work. What steps will you take?
- An employee is not performing the assigned tasks correctly. As the supervisor what will you do?
- An employee continues to make careless mistakes. How will you address the situation?
- You notice that an employee is continually on the telephone for personal telephone calls. What steps will you take?
- Your organization does not have a dress code. However, one of your employees continues to come to work in inappropriate attire. How will you handle this situation?
- Your employee complains that an employee from another group has been coming over and disrupting work. How will you handle this complaint?
- An exemplary employee starts to become listless at work, misses deadlines, comes in late, and takes extended breaks. As the supervisor what action will you take?
- It's your first day on the job. Your new job includes the supervision of 10 employees. What is the first thing you will do?
- You smell alcohol on an employee. What will you do?
- Two of your staff are involved in a verbal altercation in your office area. How will you handle this situation?
- One of your employees is using derogatory language on a telephone call. You and a number of your staff hear the employee. What will you do? If you pursue disciplinary action, what will the charges be?

Personal Qualities – Situations

- You are sitting next to a coworker who is consistently rude to others over the telephone. You realize that no one is aware of this. How would you handle this situation?
- You are given a new assignment, but not given any instructions. How would you go about completing your assignment?
- A vital piece of equipment requires repair. You are the only mechanic certified to repair the piece of equipment. You receive a call that your father is on his way to the hospital. What will you do?
- Your co-worker continually comes over to your desk to complain about management. Your supervisor seems to be paying particular attention to the two of you. How will you handle this situation?
- An executive manager has given you an assignment that will require you to work late tonight. However, you have dinner and expensive tickets to a show with your spouse tonight. What will you do?
- You've prepared a report for the county supervisors. All facts have been documented, checked, and double-checked. However, one of the supervisors states that the report is wrong and demands that the report be corrected. What is your response to the supervisor?
- A vendor comes in to thank you for assistance in clearing up a past due invoice. The vendor offers you two tickets to a ball game. What will you do?
- Your co-worker is consistently unconcerned with issues at work. You and your co-worker have a joint assignment, but the co-worker just shrugs you off. What steps will you take?
- As you're walking out of the building, you notice an employee from another section carrying department equipment to their car. The equipment is clearly labeled and belongs in your section's work area. What will you do?
- You work on a field crew using heavy equipment. After lunch you notice the smell of alcohol on your co-worker's breath. How will you handle this situation?
- One of the members of your team only does what is absolutely necessary at work. His performance is impacting the team. How might this person's performance affect your work? Would you work overtime to complete a team project?