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| --- | --- | --- | --- | --- | --- |
| Candidate Name: |  | | | Date of Interview: |  |
| Interview Time: |  | Position : |  | | |
| Interviewed by: Name & Job Titles  *(At least 2 Interviewers)* | |  | | | |
| How did they learn about us? | |  | | | |

**Step One:**

Interview questions are to be asked by a Peer and the Dept. Head. You do not have to ask all of the questions listed under the characteristic. If the candidate responds in a manner which *satisfactorily* demonstrates the characteristic, place a check in the box next to the trait.

**ADAPTABLE:** *Definition – Is flexible, maintains effectiveness by adjusting behavior, work routines, and habits to meet a goal and/or changing circumstances. Is seen as balanced despite the conflicting demands of the situation.*

1. Tell me about a time when you had to stop working on a project/idea/assignment and start working on a completely different one. What did you do? How did that work out?
2. Tell me a time when you changed or modified your priorities to meet another person’s or group’s expectations.
3. Tell me about a time when you have had to adjust to changes over which you had no control.

**ACCOUNTABLE:** *Definition: Will stand up and be counted; accepts personal responsibility; is counted on when times are tough. Willing to state an opinion or take charge of a situation despite potential opposition. Takes the lead and champions an idea or position. Does not attempt to inappropriately divert blame toward others or toward the circumstances.*

1. Scenario:
2. Tell me about at time your team failed to meet a goal. What was the root cause?
3. What experiences have you had when others were unable or unwilling to keep their commitments? How did you handle the situation and what was the outcome?

**ENTHUSIASTIC** (sensory observation) *Definition: Demonstrates a feeling of strong excitement about something.*

1. Is the candidate animated? Do they appear interested in what you are saying?
2. Observed body language (are their arms crossed, making eye contact with you, fidgeting)

**TRUSTWORTHY**  *Definition: Maintain a high degree of integrity and ethical behavior in all business activities and decisions; sets personal standards of conduct that meet or exceed company or legal requirements; keeps confidence; admits mistakes, doesn’t misrepresent his/herself for personal gain. Models and reinforces ethical behavior in self and others.*

1. Tell me about a time when you took responsibility for a mistake before anyone else even knew that you had made a mistake.
2. Tell me about a specific time when you had to handle a tough problem that challenged fairness or ethical issues.
3. Tell me how you have developed trust and loyalty between you and your direct reports.

**PROFESSIONALISM**  *Definition: Created a positive first impression. Obtains high performance by developing a strong sense of professionalism, accountability and pride, both within the unit and to external parties.*

1. Give me a recent example of a situation you have faced when the “pressure was on.” What happened? How did you handle it.
2. Give me an example of a time you had to think quickly on your feet to extricate yourself from a difficult situation.
3. Tell me about a time that you cooperated with someone when you really would rather have not cooperated.

**DRIVEN** *Definition: Drives for results. Pushes ahead and maintains focus when confronted with obstacles. Takes charge, knows what is needed or finds out, and moves forward. Gets the job done despite resistance.*

1. Where do you see yourself in 2 years (front-line position), 5 years (Mgr, position)?
2. Give an example of how you set goals and achieve them.
3. Describe an accomplishment that’s given you the most satisfaction. Why?

**TEAM PLAYER** *Definition: Works effectively with team to accomplish organizational goals. Takes actions that respect the needs and contributions of others. Helps create and maintain strong morale, spirit, and a feeling of belonging in his/her team.*

1. Describe a time when one of the members on your team did not complete (or wasn’t doing) his/her fair share of the work.
2. Give me an example of when you worked cooperatively as a team member to accomplish an important goal. What was the goal or objective? What was your role in achieving this objective? How did you interact with others on the team to meet the goal?
3. Describe a team experience you found disappointing. What, specifically, made it disappointing. What could you have done to change it from a disappointing to rewarding experience?

**EMPATHETIC** *Definition: Demonstrates consideration for the feelings and needs of others. Exhibits consideration for the impact of his/her behavior on others. Maintains and enhances others’ self-esteem. Listens and responds with empathy. Acknowledges others’ limits and avoids pushing too hard.*

1. Describe a time when you had to deal with a customer/guest who thought they were right even when they were wrong. How did you resolve the situation?
2. Give me an example of a time that your ability to notice another person’s feelings or concerns enabled you to proactively address an issue.
3. Tell me about a time you adapted your style in order to work effectively with those who were different from you.

**INITIATIVE** *Definition: Is self-starting. Does not wait for signals. Seizes opportunities when they arise. Takes action beyond what is required. Completes assignments independently without constant supervision. Volunteers to take on new assignments. Contributes to others’ initiatives without being asked.*

1. Give me an example of a task that you had to accomplish without sufficient information, guidelines, or direction.
2. Describe a time where you took the initiative to act rather than waiting to be told what to do.
3. Give me some examples of you doing more than what was expected of you in your job.

**BRIGHT**  *Definition: Quickly learns and applies new information, skills, and processes to new and unfamiliar situations and tasks. Builds upon current knowledge and skills; quickly grasps the essence and underlying structure of situations and will exhaust all possibilities to find solutions.*

1. Describe a time when you had to learn something quickly to solve a problem.
2. Give me an example of a time you identified a potential problem and resolved the situation before it became serious.
3. *Do not ask this question:* Did the candidate ask questions about the position or the company?

**DEDICATED** *Definition: Is committed to providing the highest quality products and services which meet the needs and requirements of internal and external customers; is committed to continuous improvement through empowerment; is personally committed and actively works to continuously improve him/herself.*

1. All jobs have unpleasant tasks. Tell me about the most unpleasant tasks you were required to do at work. Why or why weren’t you successful in getting it done?
2. Describe a situation when had to get a job done in spite of an unforeseen problem.
3. Tell me about some of the obstacles you have had to overcome to reach your present position.

**OPTIMISTIC** *Definition: Stays positive, bounces back quickly from setbacks. Demonstrates confidence in own ability and knowledge to do the job. Does not take rejection personally.*

1. Give me an example of when you faced a difficult challenge but you felt extremely confident in your ability to handle it. What was the outcome?
2. Tell me about a time when you faced a major disappointment. How did that impact your performance?
3. Describe a time when you were disappointed when a suggestion or recommendation you made was rejected by someone in your work environment. What impact did this have on your relationship?

Are ALL of the traits checked?

No ***Thank the candidate for taking the time to speak with you. Advise them that we are still interviewing candidates and someone will contact them for the next step in the interview process.***

Yes ***Ask the candidate if they have time to meet with the GM. Notify the GM this candidate is suitable for consideration.***

Additional comments:

Second Step: General Manager

Details of Role and Organization – Share the Vision and goals of Onix Hospitality. Make note of any questions they ask.

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Other questions to consider:

1) What appeals to you about working for Onix?

2) What are your salary expectations?

3) How will your team members react to you leaving your current organization?

Anticipated start date? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Salary Exception: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*(to be used only if you are requesting other than starting rate)*

Have at least two professional references been completed for candidate?  Yes  No

1) Person contacted: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position/Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Company: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Eligible for Rehire (circle): YES NO

Comments: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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2) Person contacted: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position/Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Company: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Eligible for Rehire (circle): YES NO

Comments: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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HR has been notified to extend offer/Hotel Offered?  Yes  No

Offer of employment extended?  Yes  No

By Whom: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Position: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Method of offer *(circle):* PHONE MAIL EMAIL Date: \_\_\_\_\_\_\_\_\_\_\_\_\_

Position(s) Offered: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Additional Departments/Job Codes/Pay Rates: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Mentor notified of new trainee?  Yes  No

GM Signature of Approval: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Checklist to send to HR:

* Completed Interview Guide with GM signature of approval
* References completed?
* Resume
* Completed Job Application (if filled out prior to orientation)
* Start Employee file and add Interview Guide/Resume/Job Application

***(HR Department)***

**Orientation Date Scheduled: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Reviewed By: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Return Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**