

# Interview Guide

## Interview Preparation:

- Identify your interview team and ensure they have completed [UND Interview Team/Search Committee Training](#). This training is required for anyone participating in interviews to complete on an annual basis.
- Determine the type of interviews that you will be holding; phone, video, or in-person. Tips for phone and video interviews can be found in the next section of this guide.
- Prepare your interview questions. Core questions will need to be consistent for all interviews completed. This guide will provide you with suggested questions but feel free to ask questions specific to the job that is being interviewed for. You may also ask clarifying and follow up questions based on information the candidate does or does not share in their answer.
  - Do not ask questions that may involve race, national origin, religion, gender identity, sex, sexual orientation, age, disability status, pregnancy status, family obligations, political affiliation, ideological viewpoint, or any other protected class, reference the [Illegal Interview Questions](#) document.
- Prepare your interviewers. Provide each interviewer with a copy of the position description, the applicant's resume, and the list of questions that will be asked.
- Prepare your interviewees. Provide each candidate with a copy of the position description along with the time and location of their interview. If applicable, provide them with detailed parking information and directions to the interview location.
- When interviews are complete, collect any notes taken during the interview process. These notes must be uploaded into the recruitment when a selection has been made.
  - Interview notes will be saved for 2 calendar years and are subject to review by the Equal Opportunity & Title IX office. They are also subject to Freedom of Information Act (FOIA) requests. For further detail on why interview notes need to be stored and tips on how to take interview notes, [click here](#).
- As a final step after interviews are complete. Contact references for any candidates that may receive an offer of employment. Instructions on how to locate reference information in PageUp can be found [here](#).

## Phone & Video Interview Tips

- Let your interviewees know the type of interview that you are scheduling; if it is a video interview let them know which platform will be used.
- For a video interview, make sure your candidate has all the information they will need to log in successfully to the online platform. Encourage them to log in to the meeting link prior to the actual interview, as a test run, in case they have any issues or questions. Make sure all interviewers are comfortable with logging on as well.
- Don't forget to provide your interviewers with the candidate's resume & the list of questions that will be asked. Set up a plan of who will be asking which questions during the interview as nonverbal cues can be more difficult to pick up on over phone and video.
- Collect written/typed feedback afterwards from your interviewers.
- Reinforce your department values & goals and anything else that might not be as easy to convey through a phone or video call.

## Interview Questions:

### General Questions

1. Tell us about your previous positions.
2. What interests you in this role?
3. What are your professional strengths?
4. Why did you choose this career?

### Job related questions

1. What has you looking for a new position?
2. What types of people do you find the most difficult to work with and why?
3. Describe a project you were responsible for, what was the outcome and what did you do to get there?
4. Tell me about a time when you experienced failure. What was the impact? What did you learn from that experience?
5. Give me an example of a time where you demonstrated resourcefulness during a difficult situation. What was the result?
6. Describe a situation where you had to include someone at work in a task that you felt could have been done more easily on your own.
7. What have you done in the past to build a strong, diverse & productive team that worked well together? How did you know what you did was effective?
8. What has frustrated or disappointed you in your current position?
9. Why do you feel that you would be successful in this role?
10. What would make you successful in this role?

### Organization Related Questions

1. Tell me about a time where you reacted quickly and decisively to changing conditions in the immediate environment?
2. Describe the work environment or culture in which you are most productive and happy.
3. Tell me about a situation in which you disagreed with the consensus. How did you express your disagreement and what was the outcome of that conversation?
4. What are three to five expectations that you have of your leaders?
5. Give me an example of a time you had to champion an organizational initiative or goal and had to enlist the support of others to achieve that. What was the result?
6. How do you challenge stereotypes and promote sensitivity and inclusion?
7. Describe a specific instance where you faced an ethical dilemma, were asked to do something unethical, or advised to lie about something. Describe how you handled the situation and why you handled it the way you did.
8. Give me an example of a policy you conformed to even though you might not have agreed with it.
9. Give an example that demonstrates your professional integrity.

### **Leadership Questions**

1. Give me an example of a time when you used mediation to bring agreement or reconciliation in a stressful or delicate situation.
2. What has been your greatest leadership achievement in a professional environment? What steps did you take to reach it?
3. Give me an example of a business decision you made that you ultimately regretted. What happened?
4. Have you ever met resistance when implementing a new idea or policy? How did you deal with that?
5. What is the toughest group that you have had to get cooperation from?
6. Describe a time where you adjusted your behavior to meet the needs of others or a situation.
7. Tell me about a specific time when you had to handle a tough problem which challenged fairness or ethical issues.
8. An open and inclusive atmosphere is important to foster sharing ideas & viewpoints. Tell me how you created and supported this type of environment with your direct reports, peers, and management.

### **Communication Questions**

1. How do you prefer to build rapport with others?
2. Provide an example of a difficult decision or message you needed to communicate to your team. Briefly explain the situation and how you communicated the message.
3. Describe a situation where you had a conflict with another individual, how did you deal with it? What was the outcome? How did you feel about it?
4. Sometimes it can be difficult and frustrating to obtain information from other people to solve a problem or achieve goals. Describe a time when this happened to you.
5. Collaborating in a diverse Environment is sometimes challenging. Describe a time when you had to break down communication barriers and promote an environment where information was shared and expressed openly and honestly to enable teamwork within and across campuses.

### **Critical & Analytical Thinking Questions**

1. Describe a good decision you made as a result of accurately weighing the costs, benefits and risks involved in all possible options.
2. Tell me about a situation where you had to solve a difficult problem. What did you do? What was the outcome? What would you have done differently?
3. Tell us about a problem that you solved in a unique or unusual way. What was the outcome? Were you satisfied with it?
4. Give 2 examples of things you have done in previous jobs that demonstrated your ability to collaborate with a large, diverse team.

5. Tell me about a time when you changed your style to work more effectively with a person from a different background.
6. What types of activities have you been involved in with your job that successfully tapped into your creative skills?

### **Customer Service Questions**

1. You may have heard of the phrase “the customer is always right”. Describe a time when you felt the customer was not right.
2. Tell me about a time when you did your best to resolve a customer’s concern, but the individual was still not satisfied. What did you do next?
3. What would you do if the client/customer is wrong?
4. Describe a time when you were commended for your ability to create a welcoming climate for those you served at work.
5. Describe how you function and communicate effectively and respectfully within the context of varying beliefs, behaviors & backgrounds.
6. What is your method of communication with colleagues who are different from you? How do you convey thoughts, ideas, or adverse conclusions?
7. Tell me about a business situation when you felt honesty was inappropriate. Why? What did you do?

### **Teamwork Questions**

1. Tell me about a time when you worked with a colleague who was not doing their share of the work. How did you handle it?
2. Describe a situation in which you had to arrive at a compromise or help others to compromise. What steps did you take?
3. Describe when you formed an ongoing working relationship from another team/organization to achieve a mutual goal when it was not easy to do.
4. Describe a team experience you found disappointing. What would you have done to prevent this?
5. Tell me about a time when you had to work with someone who was not collaborative. What was the outcome?
6. Tell me about a time when you were able to demonstrate respect with someone you felt was disrespectful.
7. Tell me about a time when you and your colleagues had different opinions and viewpoints on a project. How did you work through the differences and what was the result?

*Updated 01/08/2024 hw*