

A GUIDE FOR

Search Committees

At

Lewis-Clark State College

Introduction

“...Good affirmative action is a process, inseparable from good personnel practice, that starts before and extends after the committee’s searching is done. Ninety percent (90%) of what goes wrong with a search, and damages affirmative action, starts not with violations of equal opportunity law but with a flouting of good, intelligent personnel practice.

There are procedural steps that have come to be an expectation for equal opportunity- advertising a vacancy, not asking non-job related questions, and so on- but these are in fact just aspects of good practice. Most committees know and follow these steps comfortably, and are not sued on their basis, any more than they are sued by aspirants who are merely disappointed.

Committees and their institutions do get sued by applicants who believe they were treated unfairly or arbitrarily within a shabby process. Sometimes such suits are brought by women or persons of color, who just can’t believe how badly they were treated and think they were singled out...when the truth is that all candidates had been subjected to the same, shabby treatment. Their “affirmative action suit” really stemmed from a poor overall process...”

From Patricia A. Mullen, Director and University Equal Opportunity Offices. [The Search Committee Handbook](#).

A good search committee simply treats all candidates fairly and with respect.

Lawful Employment Interviewing

Interviewing prospective employees is one of the most important activities that a search committee does. The objective of an interview is to determine whether an applicant is suitable for an available position. The interview provides us an opportunity to obtain in-depth information about a job applicant’s skills, work history, and employment background. However, despite our need for specific information interviewers should avoid asking discriminatory questions, or base an evaluation of the applicant on criteria that is of a discriminatory nature. Because many discrimination complaints and lawsuits filed against employers stem from interviewing situations, this guide has been created to aid search committees in conducting a lawful employment interview.

Governmental Agencies and the Laws They Enforce

There are two government agencies in Idaho charged with the responsibility of enforcing anti-discrimination laws regarding the hiring practices of employers. On the federal level the Equal Employment Opportunity Commission (EEOC) enforces federal EEO laws, which include Title VII of the Civil Rights Act of 1964 (Title VII), the Age Discrimination in Employment Act (ADEA) and the Americans With Disabilities Act (ADA). On the state level the Idaho Human Rights Commission (IRHC) enforces state EEO laws including the Idaho Human Rights Act (IHRA), Title 67, chapter 59 and Title 44, chapter 17 of the Idaho Code.

Defining Discrimination

Before Lewis-Clark State College can avoid or remedy discriminatory interviewing practices search committees must understand exactly what discrimination is. There are two types of discrimination that can occur in the course of the interviewing process: direct discrimination and adverse impact.

Direct Discrimination

Direct Discrimination means different or “disparate” treatment between applicants because of some type of classification: *example-* when people are treated differently because of their race, sex, age, religion, color, national origin or disability. Title VII and IHRA prohibit purposeful or direct discrimination. As a result of those laws a person of any race can be a victim of race discrimination, and both women and men can be victims of sex discrimination. Title VII and the IHRA prohibit discrimination in all areas of the employment relationship between the employer and the employee including hiring, firing, promotions, wages, job assignments, fringe benefits and other terms and conditions of employment. All state employers, as well as all private employers with fifteen or more employees, and all federal and local government employers are subject to Title VII’s discrimination prohibitions. All employers who contract with the state, as well as all private employers with five or more employees are subject to the IHRA. The bottom line for Idaho employers is that a person may not be hired or rejected because of his or her race, sex, age, religion, color, national origin or disability.

Adverse Impact

Another type of discrimination occurs when neutral conduct has an adverse impact on groups protected by law: *example-* when employers do not necessarily *intend* to exclude people of a particular race, sex, religion, color, national origin or disability, but they engage in practices that have the *effect* of doing so. Title VII and the IHRA prohibit employment procedures that have an adverse impact against members of a protected group. For example, requiring applicants to be at least 5’9” tall has an adverse effect against women, Asian Americans, and Hispanics who are generally shorter than white males. This means that a disproportionately higher percentage of applicants from these groups will be rejected from employment simply because they are too short. If Lewis-Clark State College were to be engaged in this type of selection procedure, they would be practicing discriminatory hiring practices, *even if done unknowingly*. Thus Lewis-Clark State College would be in violation of EEO and IHRA laws unless the height requirement is a bona fide occupational qualification. The selection procedure used at Lewis-Clark State College must be carefully monitored for any adverse impact on applicants of a particular race, sex, age, religion, color, national origin, or disability.

- **Reference checks:** References should be checked on candidates **prior** to inviting them to interview. It is helpful to use a checklist form. The items on the list should bring out the job elements you have already determined to be crucial for success on the job. The questions asked should be phrased in such a way that the reference is asked to *describe*, not rate, the applicant in terms of your list of relevant job behaviors.

Search committee members must contact the candidate **PRIOR** to calling references. Let the candidate know that he or she is in the final pool of applicants and that the committee is ready to check references. Often, and for good reason, a sitting academic vice president, for example, may be seriously undercut back home if committee members suddenly rain long-distance calls upon his or her faculty and staff. However, the candidate must allow the committee some access to people familiar with his or her work or withdraw. The committee will want to contact those references listed by the candidate as a courtesy and in the best interest of balanced reporting, but that should only be a start. They should also call people they *think* the candidate should know, his or her supervisor, staff, colleagues, former institutions, then pursue extra leads or hunches.

To make the most of these calls, interviewers should be aware that the people being called may be busy, suspicious, or protective. Telephone interviewers need to convince the references that they are bona fide callers with an organized professional purpose, that the applicant is a serious candidate and that their report matters. Establish rapport, ask credible questions, and be good listeners. Be aware that interviewers may not ask a reference a question that would be illegal to ask the candidate directly. (A list of sample questions is provided at the end of this document).

Commonly Asked Questions by Employers

The following questions and answers are designed to help in the practical application of current EEO and IHRC laws and regulations.

- **What kinds of questions are we forbidden to ask under the equal employment laws?**

Under federal and state EEO laws, very few questions are expressly prohibited. In practice, however, the EEOC and IHRC have stated that their responsibility to promote equal employment opportunities compels them to look with extreme disfavor on employment inquiries regarding an applicant's race, sex, age, religion, color, national origin or disability.

The EEOC, IHRC and the courts have found that many of these types of inquiries violate EEO laws because they either directly discriminate against or adversely affect the employment opportunities of minorities and women.

- **How can I know whether my interview questions are discriminatory?**

Understanding what discrimination is should help a great deal in this area. Additionally, answering the following questions should help search committees avoid most discriminatory inquiries during the pre-employment interview: Do my questions tend to have the effect of screening out persons in protected groups? Is the information I have requested really necessary to judge the individual's competence for the performance of this particular job?

- **What specific areas of inquiry should LCSC search committees avoid?**

There are a number of areas where great caution should be used in making pre-employment inquiries. Whether asked on an application form or in an interview, the EEOC and IHRC will consider questions on the subjects listed below as evidence of discrimination, unless Lewis-Clark State College is able to show that the inquiries are job-related or that there is a genuine business necessity for asking the question.

1. Arrest records.
2. Garnishment records.
3. Marital status
4. Child-care provisions.
5. Contraceptive practices
6. Pregnancy and future childbearing plans.
7. Physical or mental disabilities
8. Nationality, race, or ancestry.

- **What constitutes “undue hardship?”**

Terms like “undue hardship” and “reasonable accommodation” are always subject to interpretation. As a result, the EEOC and the IHRC look at each case on an individual basis

- **Is there anything wrong with talking about an applicant's military service?**

Questions about military experience or training are generally permissible. However, the interviewer should not ask an individual about the *type* of discharge he or she received from the military.

- **The government requires Lewis-Clark State College to keep records of things such as the sex and race of their employees. How can we keep these records if we can't ask questions in these areas?**

In these instances where Lewis-Clark State College may be required to keep data on the race, sex, etc. of job applicants, a separate self-identification form is

used. HRS keeps those records separate from the employment application and the records are not used as part of the decision making process.

- **Do discrimination laws apply to temporary workers?**

Yes. Temporary workers are generally covered under the anti-discrimination statutes.

- **Can I favor a minority over a non-minority?**

Discrimination laws do not require Lewis-Clark State College to practice “affirmative action” which means giving preferential hiring treatment to minorities in order to remedy an imbalance in an employer’s work force. Further, the law does not require that a less qualified minority be preferred over a better-qualified non-minority. In fact, such a hiring practice, without a court order or a plan designed to redress past discriminations that is documented, could be a violation of Title VII and the IHRA and could result in a “reverse discrimination” lawsuit, especially against public employers because of constitutional restrictions imposed on them.

Overall, the safest ground for an employer is to simply hire the applicant who is the best qualified for the available job

Other Issues to Consider When Interviewing

Pregnancy

The law prohibits employers from using pregnancy as a reason for rejecting applicants for employment. The basic rules that employers must understand are that:

- Lewis-Clark State College may not reject an applicant merely because she is pregnant.
- Lewis-Clark State College may reject an applicant if pregnancy prevents her from satisfactorily performing the duties of the job.
- The burden is on Lewis-Clark State College to prove that the applicant would be unable to perform the duties of the job due to pregnancy.

Health Status or Disability

It is not appropriate for Lewis-Clark State College to screen out otherwise qualified applicants on the assumption that they will not meet certain physical standards. A disability is irrelevant unless it prohibits satisfactory job performance. Additionally, Lewis-Clark State College is required to make “reasonable accommodations” for applicants with disabilities.

Lewis-Clark State College should be concerned only with the applicant's *current* ability to perform the essential functions of the job with or without reasonable accommodation.

Police Records

Lewis-Clark State College should not automatically assume that applicants who have a police record are not capable of doing the job. A fair opportunity should be given to applicants to prove their merit even though they may have a police record. An "arrest" is not relevant and a "conviction" may or may not be relevant to the particular job in question. Each case must be weighed on its own merits. Keep in mind that questions regarding "arrests" may not be asked of candidates.

Inquiries about the Applicant's Work Habits and Standards

Search committees need to make judgments about whether an applicant will fit into the campus community and have the proper work habits and standards to do the job. Interviewers often wonder how to get information during the pre-employment interview that will help them in making this judgment without asking discriminatory questions. This problem often occurs during an interview when concerns are addressed in a way that is potentially discriminatory. The following three examples illustrate both a discriminatory and a non-discriminatory way for an interviewer to obtain this type of information.

1. Lewis-Clark State College wants to know if the applicant will stay with the company for a reasonable time.
 - **Do not** assume that women will be less stable or that a minority group member will be apt to move.
 - **Do not** ask questions about marital status, age of children, childbearing plans, spouse's occupation, and spouse's career plans.
 - **Do** ask applicants if there is any reason why they would not stay with Lewis Clark State College for a certain period of time if hired. It is usually a good idea to explain to the applicant our need for long-term employees. This approach is recommended even when an applicant is obviously pregnant because many women successfully combine parenting with a career. If the woman states that she plans to stay with Lewis-Clark State College, believe her.
2. Lewis-Clark State College wants to know if the applicant will be prone to being absent or tardy.
 - **Do not** assume that women and minorities will have a higher absenteeism and/or tardiness rate than other employees.

- **Do not** ask the applicant to state the ages or the number of children the applicant has as a means of determining whether absenteeism due to domestic matters might be a problem.
 - **Do not** inquire about the applicant's child care arrangements.
 - **Do** ask **all** applicants if there is any reason why, if hired, Lewis-Clark State College could not expect them to be punctual and have good attendance.
3. Lewis-Clark State College wants to know about the character of the job applicant.

- **Do not** ask applicants about their religion or frequency of attendance at religious meetings.
- **Do not** ask applicants if they are comfortable working with persons of a particular religion.
- **Do** check all references.
- **Do not** ask about arrest records.
- **Do** ask if applicants have been *convicted* of any crime and, if so, what, when, and where. In fairness to the applicants, however, they employer should consider the kind of violation and how long ago it occurred before disqualifying and applicant for this reason. For instance, a reckless driving conviction is not job- related for a bank teller, but it is for a bus driver.

- **Are there other questions search committee should avoid?**

Yes, there are other questions that can, under certain circumstances, also be considered discriminatory. For example, asking whether an applicant has a high school diploma or a college degree is not discriminatory *if* the job really requires educational qualifications. However, the United States Supreme Court has explicitly affirmed EEOC guidelines that prohibit requiring a high school education as a condition of employment when there is no evidence that a high school education is required for performing that specific job. As a result, any employment requirements for a high school diploma or a college degree should be eliminated if these qualifications are not *necessary* for the specific job in question.

Other areas of potential discrimination include certain limiting physical requirements, availability for weekend work, friends or relatives working for the company, appearance standards, and fluency of the English language if no legitimate requirement for these qualifications is needed for performance of the job.

- **Are we allowed to have specific physical requirements for a job?**

Yes, but only if they are really *necessary* for the particular job. The following guidelines should be helpful in this area:

- The EEOC, IHRC and court decisions have all determined that height and weight requirements are discriminatory when they screen out a disproportionate number of minorities or women *if* the employer cannot show that these requirements are truly necessary for the particular job in question.
- ADA laws requires Lewis-Clark State College to “make reasonable accommodation to the physical and mental limitations” of qualified employees and applicants who may be disabled. Often, minor modifications in the physical requirements of the job will effectively remove barriers for individuals with disabilities.
- Lewis-Clark State College search committees should *not* assume that every candidate over a certain age is physically unable to perform certain tasks. Additionally, the search committee should only set physical requirements that are necessary to job performance and apply those standards equally to all employees, regardless of age.

Applicants with Disabilities

The Americans with Disabilities Act (ADA) of 1990 and IHRA prohibits us from discriminating against job applicants with disabilities when making employment decisions. The ADA and the IHRA require us to provide “reasonable accommodations” for the known disabilities of a qualified employee as long as the accommodations do not place an “undue hardship” on us. Further, Lewis-Clark State College may not refuse to hire a disabled applicant just to avoid making an accommodation.

Discrimination against individuals with disabilities in an employment context generally takes place on application forms and in pre-employment interviews that inquire into the existence of a *disability* rather than an applicant’s *ability* to perform the essential functions of a job.

Accommodations for Disabled Applicants

The ADA and the IHRA requires Lewis-Clark State College to provide accommodations if needed by a disabled applicant to enable the applicant to have an equal opportunity in the interview process. Accommodations for interviewing that meet the ADA’s and the IHRA’s requirements include, but may not be limited to:

- An accessible location for applicants with mobility impairments.
- A sign language interpreter for applicants who are hearing impaired.
- A reader for applicants who are sight-impaired.

Information Lewis-Clark State College May Request from disabled applicants

The overall goal of an interview is to find an individual who will be able to perform the job available. Thus, the interviewer may and should ask questions to determine whether

a disabled applicant can perform specific job functions. The key is that the interview questions should focus on the applicant's *ability* to perform the job, not on the applicant's disability. Therefore the applicant could be asked the following questions:

- Are you able to perform the tasks or functions described?
- If an applicant has a known disability that would appear to interfere with or prevent performance of a job-related function, the applicant may be asked to describe or demonstrate how this function would be performed, *even if* other applicants do not have to do so.
- However, if an applicant has a known disability that would not interfere with or prevent performance of a job-related function, the interviewer cannot ask the disabled applicant to demonstrate how that function of the job would be performed unless all applicants in the job category are required to do so, regardless of the disability. If an applicant indicates an inability to perform an essential job function even with an accommodation, the applicant would not be qualified for the job in question and Lewis-Clark State College is under no obligation to hire the disabled applicant.
- Questions may be asked regarding the disabled applicant's ability to perform all job functions, not merely those that are essential to the job. However, an individual with a disability may *not* be screened out because of inability to perform non-essential or marginal functions of a job. The disabled applicant should be evaluated on ability to perform the *essential* job functions.
- The interviewer may provide information on regular work hours, leave policies, and any specific attendance needs of the job, and ask if the disabled applicant could meet these requirements.

Additional Questions that Should Not be Asked of Applicants

The following list provides examples of the types of questions interviewers should avoid when interviewing applicants so as to avoid asking inappropriate questions to applicants who may have a disability that is not readily apparent.

1. Please list any conditions or diseases for which you have been treated in the past three years.
2. Have you ever been hospitalized? If so, for what condition?
3. Has a psychiatrist or psychologist ever treated you? If so, for what condition?
4. Have you ever been treated for any mental condition?

5. Is there any health-related reason you may not be able to perform the job for which you are applying?
6. Have you had a major illness in the last five years?
7. How many days were you absent from work because of illness last year?
8. Do you have any physical defects which preclude you from performing certain kinds of work? If yes, describe such defects and specific work limitations.
9. Do you have any disabilities or impairments that may affect your performance in the position for which you are applying? (This question should not be asked even if the applicant is requested in a follow-up question to identify accommodations that would enable job performance.)
10. Are you taking any prescribed drugs?
11. Have you ever been treated for drug addition or alcoholism?
12. Have you ever filed for workers' compensation insurance?
13. Will you need or request leave for medical treatment or for other reasons related to a disability?

General Interviewing Cautions

- **Do not ask discriminatory questions:** Any questions regarding race, religion, age, ethnic group, national origin or ancestry, political beliefs or affiliations, or disability may be discriminatory and should be avoided. Also be careful not to ask any questions that could be construed as implying such discrimination. For example, questioning an applicant about the origin of an unusual surname could be misconstrued. Therefore, it is best to avoid such questions. Some applicants volunteer information on items such as church service or national origin. This information should be pursued only if it is job-related, such as demonstrating bilingual skills.
- **Do not ask personal questions:** Be especially wary of this during the first few moments of the interview when the interviewer and the applicant are establishing rapport. Likewise, inquiries concerning marital status, number of children, spouse's occupation, etc., should be omitted from the employment application because they are not job-related. This information could be needed upon hiring. Therefore, the time to obtain this information is *after* the job offer has been accepted.
- **Beware of tendencies toward stereotyped thinking:** Misconceptions concerning the physical, emotional or mental capabilities of women, older workers,

minorities or disabled persons abound. The ability to adapt quickly to new jobs and accept the strain of increased responsibility is strictly an individual matter. The principle of nondiscrimination requires that individuals be considered on the basis of individual capacity, not on the basis of any characteristics generally attributed to the group.

- **Keep the conversation during the interview on job-related items:** Appropriate areas of conversation during the interview include the job itself, its duties and responsibilities. Additionally, information on Lewis-Clark State College as an organization, its mission, programs, and achievements are all job related. Other topics such as where the job is located, travel, mobility, equipment and facilities available are also pertinent. Finally, the individual’s qualifications, abilities, experience, education, and interests are all relevant to making a hiring decision.

Pre-Employment Inquiries Guide

The following guide has been created to aid LCSC Search Committees in developing acceptable interview and application questions.

Subject	You May Ask	Do Not Ask
Age	“If hired, can you provide proof that you are of legal age?”	Any questions which tend to identify applicants over 40 years of age. <ul style="list-style-type: none"> ▪ “What is your age?” ▪ “What is your date of birth?” ▪ “When did you graduate from high school?”
Birthplace	None	<ul style="list-style-type: none"> ▪ Birthplace of applicant ▪ Birthplace of applicant’s parents, spouse, or other relatives ▪ Requirement that applicant submit birth certificate, naturalization or baptismal record.
Citizenship or Employment Eligibility (Immigration Status)	“Can you, after employment, submit documents of proof that you are eligible to work in the U.S.?”	<ul style="list-style-type: none"> ▪ Requirement that applicant produce naturalization papers or “green card” ▪ “Are you a U.S. citizen?”
Conviction or Arrests	“Have you ever been <i>convicted</i> of a crime?” (The application form or interviewer should provide, immediately following the question that the conviction does not constitute an automatic bar to employment and the seriousness of the crime and the date of the convictions will be considered.)	<ul style="list-style-type: none"> ▪ “Have you ever been <i>arrested</i>?” ▪ “Have you ever been <i>charged</i> with a crime?”
Economic Status	“What is your present address?”	<ul style="list-style-type: none"> ▪ “Do you own a residence?” ▪ “Do you own a car?”
Education	Applicant’s academic, vocational, or professional rating.	<ul style="list-style-type: none"> ▪ Date last attended high school

	<ul style="list-style-type: none"> ▪ “What is your educational background?” ▪ “What school did you attend?” 	
Experience	<ul style="list-style-type: none"> ▪ Applicant’s work experience. ▪ Applicant’s military experience in armed forces of the U.S. or in a state militia. 	Type of discharge applicant received from the military.
Height and Weight	None	<ul style="list-style-type: none"> ▪ “What is your height?” ▪ “What is your weight?”
Marital Status and Pregnancy	None	<p>“What does your husband do?” “Are you divorced?” “Are you pregnant?” “Do you intend to have children?” “How many children to you have, and who takes care of them?” (Pre-employment inquiries as to marital, parental, or family status.)</p>
Name	“For the purposes of checking your references have you worked for Lewis Clark State College or any of your job references under a different name?”	“Have you ever changed your name and if so, why?”
National Origin or Ancestry	Language applicant reads, speaks or writes fluently. (If such can be useful or is required on the job.)	<ul style="list-style-type: none"> ▪ Applicant’s nationality, linear ancestry, national origin, descent or parentage. ▪ Date of arrival in U.S., port of entry, or how long a resident. ▪ Nationality of applicant’s parents or spouse. Maiden name of applicant’s wife or mother. ▪ Language commonly used by applicant.
Notice in Case of Emergency	Name and phone of <i>person</i> to be notified in case of an emergency.	Name and phone number of <i>relative</i> to be notified.
Organizations	Job-related organizations, professional societies or other associations of which applicant is a member (excluding any names of which the character indicate the race, etc., of its members).	“List all organizations, clubs, societies, and lodges to which you belong.”
Photograph	Statement that photographs may be required after employment (if needed for security purposes).	<ul style="list-style-type: none"> ▪ Requirement that applicant affixes photograph to the application form. ▪ Request applicant to submit a photograph. ▪ Requirement of photograph after interviewing but before hiring.
Physical Abilities	<ul style="list-style-type: none"> ▪ Statement of the job functions, then: “Are you able to perform these tasks with or without accommodation?” ▪ “How would you perform the task, and with what accommodations(s)?” 	<ul style="list-style-type: none"> ▪ “Do you have any physical or mental disabilities?” ▪ Questions on general medical condition. ▪ Inquiries as to receipt of Worker’s Compensation
Race of Color	None.	Complexion, color of skin, or other

		questions directly or indirectly indicating race or color.
References	“List references who can confirm your job-related training and experience.”	Requirement of submission of religious references.
Relatives	Names of applicant’s relatives already employed by Lewis Clark State College (applicable to nepotism policies).	<ul style="list-style-type: none"> ▪ Marital status or number of dependents. ▪ Name or address of spouse. ▪ “With whom do you reside?”

Post-Interview Suggestions

The risk of being faced with a discrimination lawsuit does not end when the interviewing process is over. For that reason this section on post-interview suggestions has been created to aid Lewis-Clark State College in avoiding potential problem areas of conduct after the interview.

- **Keep applicants informed about the decision process:** One of the best ways to avoid post interview problems is to decide in advance when the hiring decision will be made. By doing this Lewis-Clark State College can inform applicants as to when they can expect to hear from us and whether it will be by letter or phone. If for some reason a decision needs to be delayed, inform each applicant of the delay and give a new deadline to the applicants as to when the decision will be made.
- **Extend an offer as soon as a decision is made:** When the interviewer finds the applicant who most nearly meets the requirements of the position, it is best to make a job offer as soon after the interview as possible. Once an offer is accepted, Lewis-Clark State College is able to inform all of the other applicants as to their decision. Alternatively, if the offer is rejected Lewis-Clark State College has enough time to move on to the next most qualified applicant.
- **Lewis-Clark State College should keep a record of interviews:** Under Idaho Code 67-5907 a charge of discrimination may be made to the IHRC any time within 12 month after an alleged discriminatory act has occurred. For that reason records of interviews should be kept for at least a year to enable Lewis-Clark State College to justify hiring procedures and recent employment decisions.
- **Lewis-Clark State College should keep at a minimum:** a folder containing any applications or resumes and interview records on each applicant for each recently filled position. The file should include the applicant’s name, the position sought, the date and time of interview, the name of interviewer, and a specific statement giving reasons for hiring or not hiring that specific applicant. In addition to listing the reasons why the applicant did not get the job the file should contain a list of the applicant’s positive attributes. Having such a file not only protects

Lewis-Clark State College against claims of discrimination but also provides Lewis-Clark State College with a resource for filing future positions.

SAMPLE INTERVIEW QUESTIONS:

1. Tell me about yourself - Open-ended questions may elicit more information than specific ones. When answering this kind of question, what a candidate chooses to emphasize can be very telling.
2. In what way has your education/experience prepared you for this job?
3. Why did you leave (or do you want to leave) your previous(current) job?
4. How do you plan and organize your work?
5. What steps do you generally follow in making a decision?
6. What do you like most/least about your current job?
7. How do you think your subordinates would describe you as a manager/supervisor?
8. How do you think your supervisor/colleagues would describe you?
9. What attributes do you believe an effective manager should have.
10. Do you prefer to work alone or in a team setting?
11. Describe a difficult situation you have faced and how did you handle it?
12. Why are you interested in this position?

SAMPLE REFERENCE QUESTIONS:

1. In what capacity do/did you know X and for how long?
2. What were X's primary responsibilities?
3. What, if anything, distinguishes X from others who have done similar work for you?
4. What do you think would be the ideal job for X?
5. How would you describe X's work habits.
6. Did X function better at your organization working alone or as part of a team?
7. What would you say is X's greatest attribute? Is there anything he/she needs to work on?
8. How did X get along with supervisors/co-workers/subordinates?
9. Would you rehire X if given the opportunity?