

## Human Resources: Continuing the Interview

### Your Job As Interviewer

Ask questions that are:

- broad, open-ended,
- job-related, objective, meaningful,
- direct, clear, understood,
- related to the applicant's:
  1. education/training,
  2. work history in chronological order,
  3. attitudes toward work, people, working conditions,
  4. goals, motivation and self-evaluation,
  5. possible reaction to specific situations with the job e.g., pressure, peak loads, supervision.

Listen -- the more you talk, the less you learn about the applicant. Ask follow-up questions -- "how", "why". Maintain control of the process. If pace lags, or if the applicant talks too much or focuses on irrelevant subjects, say, "Let's go back to..." or "Tell me a little more about..."

Provide honest information about the job:

- provide a full job description,
- explain the operation of the department/group,
- describe working conditions, hours, special policies or procedures of the department/group,
- be realistic -- don't undersell or oversell.

### Types of Questions

Work History - Descriptive

To obtain specific information and to fill in gaps on the application:

- Tell me a little more about the duties of your present/last job.
- What are/were the major responsibilities in your present/last job?
- What do/did you spend the most time doing and how much time is/was spent doing it?
- What do/did you particularly enjoy doing in your job?
- There are generally several reasons for leaving a job. What are/were some of your reasons?

Work History - Evaluative

To obtain information about attitudes and motivation toward work:

- What are/were some of the aspects of your job that you feel particularly good about, and why do you feel that way about them?
- What are/were some of the more rewarding aspects of your work/job?
- How has your job prepared you to assume greater responsibilities?
- What do you feel are/were the greatest frustrations in your present/last job? Why?
- What is your general impression of the present/last organization/department for which you worked?
- What do/did you particularly like or dislike about your job?
- How do you feel your work history reflects your job objectives and your abilities?

Working Conditions and Work Relationships

To obtain information about personality characteristics in the work environment:

- How do/did the people you worked with affect your job?
- If there are/were negative interactions, how can/could they be/have been improved?
- What is/was the working environment in your present/last job?
- Describe your working relationship with your supervisor and co-workers.
- In all jobs, there are heavy and light periods. What do/did you do in such cases?

- If there are/were difficulties in your job/how was the situation handled?

#### Applicant's Goals and Job Objectives

To determine the appropriateness of your position for the applicant:

- Why did you apply for this particular position?
- How do you feel your qualifications can best contribute to getting the job done?
- What is important to you in a job and why would those factors be important?
- What are your career objectives and how are you preparing yourself to reach them?

#### Applicant's Self-Evaluation

- What gives/gave you the most satisfaction in your present/last job? Why?
- How do you feel you could make the best contribution to the Institution?
- What do you feel are your outstanding strengths? Your primary weaknesses?

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Mail: Woods Hole Oceanographic Institution, 266 Woods Hole Road, Woods Hole, MA 02543, USA.

E-Contact: [info@whoi.edu](mailto:info@whoi.edu); press relations: [media@whoi.edu](mailto:media@whoi.edu), tel. (508) 457-2000

Problems or questions about the site, please contact [webdev@whoi.edu](mailto:webdev@whoi.edu)