In accordance with the college’s recruitment process, the Human Resource Department and/or the hiring department are responsible for identifying and interviewing qualified applicants for open positions in their department.

It is essential that there is a clear understanding of the hiring criteria, the reasons for the specific criteria, and how qualifications of applicants will be measured when interviewing candidates for employment with the College. The Interview Guide can help provide Hiring departments with assistance when establishing the selection criteria.

To comply with Federal Equal Employment Opportunity guidelines, three candidates should be interviewed for each position unless fewer than three qualified individuals apply for the position. If not, the hiring supervisor should contact the Human Resources Department to discuss further recruitment efforts.

When interviewing applicants for a position, all interviews should be conducted in as similar a manner as possible.

Careful and objective reference checks can help in evaluating potential staff members whose prior education, experience, and/or performance constitute significant qualification for employment. Generally this will be the responsibility of the hiring department, since he or she has the greatest familiarity with the duties and requirements of the position. Reference checks must be performed on an equitable and nondiscriminatory basis. Hence, if any candidate’s references are to be checked, then those of all serious candidates for that job should be checked.

It is required that applicants complete an employment application prior to having their references checked. A completed MICA employment application signifies the College’s right to investigate pertinent information about the applicant if an application is not completed the college will request potential candidate to complete an employment verification form and a degree verification form if applicable.

Prior to making an offer, the hiring supervisor must contact at least three references of the applicant, one of whom should be the current supervisor if possible. This applies to both current employees applying for transfer and to external applicants. Information gathered during a reference check process must be retained with the search files for a period of three years. The hiring supervisor is only authorized to check references given by the applicant. No other references may be checked. Criminal Background Checks are required for all new employees or current employees transferring into the following departments: Operations’ Facilities Management and Building Services, and Finance.

Quick Guidelines for Conducting Interviews

- It is helpful to develop a list of job-related questions to ask each applicant. Included is a list of acceptable interview questions. Please note that all questions must relate to the job duties and candidates ability to perform the job. Human Resources Department has included a list of permissible questions and non-permissible topics to ensure interview questions are not discriminatory.
- Once the list of job-related interview questions is created, use it consistently for all applicants for the same position.
- Try to first put the applicant at ease with introductory and welcoming remarks.
- Ask open-ended questions which focus on behavioral descriptions rather than simply "yes" or "no" questions (i.e. have them describe a work situation in which they handled stress well rather than just asking if they can "handle stress well").
- Listen; do not do all the talking.
- Stay away from questions that have more to do with personal lifestyles than job experience -- phrase the question so that the answer will describe on-the-job qualities instead of personal qualities -- if the question is not related to performance on the job, it should not be asked.
- No notes or comments should be written on the application or resume (with the exception of corrected phone number or address).

For additional information, please contact the Human Resources Department.
Hiring Do’s & Don’ts

In almost all instances, the following topics should be avoided in an interview:

- **Age** - is irrelevant unless you are concerned about child labor violations under the Fair Labor Standards Act, in which case you can ask for proof that he/she is old enough to work.
- **Arrest record** - do not ask at all - you may ask about convictions, but even then it would have to be relevant to the position in order to lead to immediate rejection.
- **Association with present employees** - this information is not relevant to an applicant's ability to perform successfully in a particular job, and the tendency to either encourage or prohibit the employment of friends or relatives of existing employees may create an adverse impact on members of protected classes.
- **Bankruptcy and credit affairs** - never ask about bankruptcy since it is illegal to discriminate on this basis under the Federal Bankruptcy Law - all credit inquiries must comply with the Fair Credit Reporting Act.
- **Citizenship** - unless required by law or regulation, you may not ask applicants if they are U.S. citizens since it is considered discriminatory under the Immigration Reform and Control Act. You may ask if candidates are authorized to work in the United States.
- **Disability** - the Americans with Disabilities Act makes it illegal to ask questions about an applicant's disability or perceived disability - it is crucial to focus on the job, not on the disability.
- **Driver's license** - avoid asking about it unless the job requires one since it could statistically screen out females, minorities and/or individuals with disabilities.
- **Educational attainment** - relevant if it is directly related to successful job performance - if not, avoid it because it could potentially screen out minorities.
- **Emergency contact information** - unnecessary at the application stage - and it can be discriminatory if it reveals information about the applicant's membership in a protected class.
- **English language skills** - only ask if it is a requirement of the job (i.e. an English teacher) - otherwise it could be construed as national origin discrimination.
- **Height and weight** - can be discriminatory against females, Hispanics, and/or Asians - it is important to focus on what the job requires, not the person's physical characteristics.
- **Marital status/name changes/spouse/children** - any questions relating to these issues may be construed as discriminatory, especially against women - - none are job-related.
- **Organization or club membership** - this might reveal protected class information and it is irrelevant (i.e. Knights of Columbus, NAACP or Diabetes Association)
- **Race, color, religion, sex, or national origin** - EEOC guidelines prohibit asking questions that may reveal this information; rejected applicants could have grounds for a discrimination suit if any of these questions were part of the application process.
- **Union affiliation** - could be considered an unfair labor practice under the National Labor Relations Act if the applicant claims he or she was not hired because of the union affiliation.
- **Veteran status/military records** - general questions about a person's background in the military should only be asked if based on business necessity or job-related reasons. If requested, such information should include a statement that general or dishonorable discharge will not be an absolute bar to employment but that other factors will be taken into consideration.
- **Weekend work/shift changes** - unless required for the job, the applicant should not have to state whether or not they can work on the weekends - this could screen out applicants who cannot work on some weekend days because of their religious beliefs.
Acceptable Interview questions

Warm-Up Questions
- What made you apply for this position?
- How did you hear about this job opening?
- Briefly, would you summarize your work history & education for me?

Work History
- What special aspects of your work experience have prepared you for this job?
- Can you describe for me one or two of your most important accomplishments?
- How much supervision have you typically received in your previous job?
- Describe for me one or two of the biggest disappointments in your work history?
- Why are you leaving your present job? (or, Why did you leave your last job?)
- What is important to you in an organization? What things do you look for in an organization?

Job Performance
- Everyone has strengths & weaknesses as workers. What are your strong points for this job? What would you say are areas needing improvement?
- How did your supervisor on your most recent job evaluate your job performance? What were some of the good points & bad points of that rating?
- When you have been told, or discovered for yourself, a problem in your job performance, what have you typically done? Can you give me an example?
- Do you prefer working alone or in groups?
- What kind of people do you find it most difficult to work with? Why?
- Starting with your last job, tell me about any of your achievements that were recognized by your superiors.
- Can you give me an example of your ability to manage or supervise others?
- What are some things you would like to avoid in a job? Why?
- In your previous job what kind of pressures did you encounter?
- What would you say is the most important thing you are looking for in a job?
- What are some of the things on your job you feel you have done particularly well or in which you have achieved the greatest success? Why do you feel this way?
- What were some of the things about your last job that you found most difficult to do?
- What are some of the problems you encounter in doing your job? Which one frustrates you the most? What do you usually do about it?
- What are some things you particularly liked about your last job?
- Do you consider your progress on the job representative of your ability? Why?
- How do you feel about the way you & others in the department were managed by your supervisor?
- If I were to ask your present (most recent) employer about your ability as a____________________, what would he/she say?

Education
- What special aspects of your education or training have prepared you for this job?
- What courses in school have been of most help in doing your job?

Career- Goals
- What is your long-term employment or career objective?
- What kind of job do you see yourself holding five years from now?
- What do you feel you need to develop in terms of skill & knowledge in order to be ready for that opportunity?
- Why might you be successful in such a job?
How does this job fit in with your overall career goals?
Who or what in your life would you say influenced you most with your career objectives?
Can you pinpoint any specific things in your past experience that affected your present career objectives?
What would you most like to accomplish if you had this job?
What might make you leave this job?

Self-Assessment
What kind of things do you feel most confident in doing?
Can you describe for me a difficult obstacle you have had to overcome? How did you handle it? How do you feel this experience affected your personality or ability?
How would you describe yourself as a person?
What do you think are the most important characteristics & abilities a person must possess to become a successful ()? How do you rate yourself in these areas?
Do you consider yourself a self-starter? If so, explain why (and give examples)
What do you consider to be your greatest achievements to date? Why?
What things give you the greatest satisfaction at work?
What things frustrate you the most? How do you usually cope with them?

Creativity
In your work experience, what have you done that you consider truly creative?
Can you think of a problem you have encountered when the old solutions didn't work & when you came up with new solutions?
Of your creative accomplishments big or small, at work or home, what gave you the most satisfaction?
What kind of problems have people recently called on you to solve? Tell me what you have devised.

Decisiveness
Do you consider yourself to be thoughtful, analytical or do you usually make up your mind fast? Give an example. (Watch time taken to respond)
What was your most difficult decision in the last six months? What made it difficult?
The last time you did not know what decision to make, what did you do?
How do you go about making an important decision affecting your career?
What was the last major problem that you were confronted with? What action did you take on it?

Range of Interests
What do you do for fun?
How do you keep up with what's going on in your company / your industry / your profession?

Motivation
What is your professional goal?
Can you give me examples of experience on the job that you felt were satisfying?
Do you have a long & short-term plan for your department? Is it realistic?
Did you achieve it last year?
Describe how you determine what constitutes top priorities in the performance of your job.

Work Standards
What are your standards of success in your job?
In your position, how would you define doing a good job? On what basis was your definition determined?
When judging the performance of your subordinate, what factors or characteristics are most important to you?
Interview Guide
A resource for hiring supervisors

Leadership
- In your present job what approach do you take to get your people together to establish a common approach to a problem?
- What approach do you take in getting your people to accept your ideas or department goals?
- What specifically do you do to set an example for your employees?
- How frequently do you meet with your immediate subordinates as a group?
- What sort of leader do your people feel you are? Are you satisfied?
- How do you get people who do not want to work together to establish a common approach to a problem?
- If you do not have much time & they hold seriously differing views, what would be your approach?
- How would you describe your basic leadership style? Give specific examples of how you practice this?
- Do you feel you work more effectively on a one to one basis or in a group situation?
- Have you ever led a task force or committee or any group who doesn't report to you, but from whom you have to get work? How did you do it? What were the satisfactions & disappointments? How would you handle the job differently?

Oral Presentation Skills
- Have you ever done any public or group speaking? Recently? Why? How did it go?
- Have you made any individual presentations recently? How did you prepare?

Written Communication Skills
- Would you rather write a report or give a verbal report? Why?
- What kind of writing have you done? For a group? For an individual?
- What is the extent of your participation in major reports that have to be written?

Flexibility
- What was the most important idea or suggestion you received recently from your employees? What happened as a result?
- What do you think about the continuous changes in company operating policies & procedures?
- How effective has your company been in adapting its policies to fit a changing environment?
- What was the most significant change made in your company in the last six months which directly affected you, & how successfully do you think you implemented this change?

Stress Tolerance
- Do you feel pressure in your job? Tell me about it.
- What has been the highest pressure situation you have been under in recent years? How did you cope with it?

Stability & Maturity
- Describe your most significant success & failure in the last two years.
- What do you like to do best?
- What do you like to do least?
- What in your last review did your supervisor suggest needed improvement?
- What have you done about it?

Interest in Self Development
- What has been the most important person or event in your own self development?
- How much of your education did you earn?
- What kind of books & other publications do you read?
- Have you taken a management development course?
- How are you helping your subordinates develop themselves?