



Complete Interview Guide™

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Interview Success Plan

Have you ever wondered why someone else gets the job when you have more experience and knowledge? You're the best candidate or you're already doing the work, but you still don't receive the job offer? The key to interview success is not only what "what you say", but "how you say it". The Complete Interview Guide will teach you "what to say" and "how to say it".

The Complete Interview Guide consists of four files:

- Complete Interview Guide (the file that you're reviewing that includes the [Interview Success Plan™](#), [Questions to Ask at the Interviewers](#), [24 Hour Plan™](#), [Practice Interview Checklist™](#), [Interview Checklist™](#), [Interview Wrap-Up™](#)).
- Interview Question Bank™
- Toughest Interview Situations™ – Learn how to answer in the toughest interview situations.
- Toughest Interview Questions™ – Learn how to answer the toughest interview questions.

If you haven't already, save your electronic receipt. Your receipt entitles you to 18 months of unlimited updates. Unlike other interview resources, we update the Complete Interview Guide three to four times a year to insure that you have the most current and complete information.

The Interview Success Plan™ is a step-by-step action plan to:

- ✓ Identify the questions you'll most likely be asked
- ✓ Develop answers for both expected and unexpected interview questions
- ✓ Create practice job interviews
- ✓ Learn "what you say"
- ✓ Learn "how you say it"

Step 1: Know Yourself

The interview is about **you** and how **you** qualify for the job. Remember your past job interviews? How many of the questions were about you and your work history?

Review your resume or application. If you know someone who's hired employees or if you have a job placement counselor, have him or her review your resume. Place yourself in the interviewer's shoes and note any problem areas or questions that you think the interviewer would ask. The most recent problems are the most important to prepare for. Check for these common potential problems:

- Employment
 - Do you have a pattern of quitting jobs before you have another job lined up?
 - Do you have long periods of unemployment?
 - Have you worked mostly in part-time jobs?
 - Have you changed jobs frequently?
 - Are you seeking a move from your own business to the corporate world?
 - Are you seeking a move from the corporate world to a small business?
- Terminations
 - Have you been terminated for wrongdoing (insubordination, fighting, sexual harassment, theft or felony convictions) or poor performance?
- Significant differences in your area of education and training versus your work history
 - Have you been trained or certified in one area and you're working in a different area?
- Education
 - Did you finish your education (high school or college)?
 - Is your education consistent with the job that you're interviewing for?

- Have you gone back to school for a degree in one profession while you're interviewing for a job in another profession?

For each potential problem, review the Toughest Interview Situations file. There are questions from actual interviews and resume reviews that include detailed strategy and answers.

Step 2: The Job

How many questions were you asked on your previous interviews? Most interviews will have 8 to 18 questions. How do you know what the interviewers will ask?

New Company/Organization

First, gather and review as much information as possible about the company/organization that you're interviewing for. Sources include annual reports, websites, current news sources (newspapers, magazines and industry publications) and investment resources.

Call up the contact on the ad and ask to speak with someone for additional information on the job. Better yet, visit the company at the location that you'll be interviewed at. You'll have a chance to check out the directions and traffic. You'll see how employees dress and act. Ask for annual reports and public relations materials issued by the company. Drop by the personnel office and ask for more information about the job. Since you've gathered information on the company, you'll have the background information to establish a rapport with the person that you're directed to. Ask the person about the company, the position that you're interviewing for, the dress code and the person you'll be working for.

Each job announcement or job advertisement may include any combination of a description of the job, job applicant qualifications and desired qualities. The description, qualifications and desired qualities are the keys to preparing for the interview. On a job announcement or job advertisement, these keys may be found under headings such as:

- Position
- Qualifications
- Duties
- The Requirements

Here's a description for a supervisory job:

"The ideal candidate will possess excellent leadership, managerial, communications and inter-personal skills. The candidate should be a self-starter, team player, as well as promote teamwork among others, have a strong customer orientation, is approachable, and effective and creative problem solver, and establishes and maintains effective working relationships . . ."

The underlined words are the knowledge, skills and abilities (KSA's) that we've identified for this job.

Knowledge – information applied directly to the performance of a function. For example, supervision is a knowledge.

Skills – learned acts. In the example above, we have managerial skills. Other examples include operating a personal computer, using a firearm or operating a backhoe.

Abilities – performance of behavior that you can see. In the description above, communications is an ability.

Internal Promotion/Transfer

The internal promotion/transfer offers you a great opportunity to find out more about a job and the interview:

- You have access to the Human Resources or Personnel Office. Request the job description and review the description to identify the KSA's.
- If you're interviewing within your present company or organization, check the interview guidelines available through your organization's personnel office. Why? The guidelines are often the basis for formal training of the interviewers in the organization.
- If it is not against company policy (make sure you check), talk to others who have interviewed for the same position.
- You can probably guess who the interviewers might be. Talk to others who have been interviewed by the interviewers before. All interviewers have favorite interview questions. Talk to enough people and you'll notice certain patterns in the interviewer's questions. Typically, the direct supervisor will be one of the interviewers.
- Internal promotion/transfer interviews usually include questions regarding policies, procedures and processes specific to your company. Review the job description for the policies, procedures and processes that are applicable to the position that you're interviewing for.

Step 3: Interview Questions

Identify potential interview questions in 5 easy steps:

1. Match the underlined words (KSA's) from Step 2 to the categories in the Interview Question Bank™ file. In addition, a survey by the National Association of Colleges and Employers found that the qualities and skills that employers seek in hiring new employees are:

- Communications skills (verbal and written)
- Honesty/integrity
- Interpersonal skills (ability to relate well to others)
- Motivation/initiative
- Strong work ethic
- Teamwork skills
- Analytical skills
- Flexibility/adaptability
- Computer skills
- Detail-oriented
- Leadership skills
- Organizational skills
- Self-confidence
- Friendly/outgoing personality
- Tactfulness
- Well mannered/polite
- Creativity
- GPA
- Entrepreneurial skills/risk-taker
- Sense of humor

2. Review the list of questions under each Question Bank category that you matched. Many of the questions are similar. We've tried to include as many variations as practical. People often make the mistake of studying specific questions. Study specific questions and you'll be thrown off if the question is worded differently or a different question is asked.

3. Think about the knowledge and skills specific to the job that you are interviewing for. For example, a heavy equipment operator will have knowledge about safety rules specific to heavy equipment. List the

knowledge, skills, and “hot topics” specific to your job. Write possible questions for the specific requirements and “hot topics”. Check out our “General Questions” heading in the Interview Question Bank. You’ll find a list of common questions that can apply to just about any technical or field expertise.

4. Review the Toughest Interview Questions file.
5. Review your Interview Wraps from previous interviews. Use your experience from previous interviews to help you on this interview.

Illegal Interview Questions

State and Federal laws govern the interview process and inappropriate questions. These policies are usually available from the personnel or human resources department. Interviews should be based on “job-related” criteria and questions based on those criteria. If you’ve been asked an illegal question, talk to the personnel or human resources department or the Equal Employment Opportunity Commission.

Here are examples of inappropriate topics and questions:

Topic: Example

- Age: What’s your age?
Age discrimination information from the Equal Employment Opportunity Commission – <http://www.eeoc.gov/facts/age.html>
- Childcare: Do you have after school care?
- Conditions of work: Does your family approve of your travel?
- Criminal Record: When was the last time you were arrested?
- Ethnic origin of last name: Is your last name Japanese?
- Gender: Are you female?
- Language: Do you speak English at home?
- Marital Status: Are you divorced?
- Name/Title: Is that Ms. Or Mrs.?
- National origin: Are you Arabic?
National origin discrimination information from the Equal Employment Opportunity Commission – <http://www.eeoc.gov/facts/fs-nafor.html>
- Race: What race are you?
Racial discrimination information from the Equal Employment Opportunity Commission – <http://www.eeoc.gov/facts/fs-race.html>
- Relatives: Is your husband employed?
- Religion: Are you Catholic?
Religious discrimination information from the Equal Employment Opportunity Commission – <http://www.eeoc.gov/facts/fs-relig.html>
- Residence: How can you handle the long commute?

Step 4: Answers

Interview success depends on “what you say” and “how you say it”. First, we’ll focus on “what to say”. There are three basic types of questions:

1. **What I know** – What I know questions are based on your knowledge. Review the basics and think about new technology, methods and trends. For example, a receptionist will review telephone and customer basics along with e-mail and electronic scheduling.

The best answers tie your knowledge to specific examples of your experience in applying your knowledge. Use examples that are similar to what you'll find in the job that you're interviewing for.

2. **What I've done** – What I've done questions are experience questions. They focus on your experience as it applies to the duties of the position that you're interviewing for. Your experience includes what you did, how you did it, what you learned from your experience, and whether you would do it the same or differently.

Experience questions require you to draw on your experience and tell the interviewers how you have behaved in the past. Since experience questions are based on your experience, only you will have the answer to the question.

Review the significant events, successes and failures in your career and what you learned from them. Be prepared with examples of your:

- Ability to work under pressure
- Ability to deal with change
- Ability to deal with conflict
- Ability to convince someone to follow your ideas
- Ability to work effectively with others
- Greatest success
- Greatest failure
- Greatest weakness
- Greatest strength
- Greatest challenge

You'll find that one event can apply to several possible experience questions. For example, your greatest success may also be an example of your ability to work under pressure and your ability to deal with conflict.

3. **What I can do** – You'll be given a situation where you'll have to identify the key facts and then apply your knowledge and experience. The keys to successfully answering these questions are to listen carefully for all the facts, identify the problem, and then apply the appropriate knowledge and experience. Have the interviewers repeat the question as necessary.

Situation questions require you to use your experience, listen to the question and tell the interviewers what you would do in the given situation. Situation questions are a statement as to what you will do given the circumstances of the situation.

The interview question may be asked from two different views:

- Identify a problem or issue – You're given a situation and you need to find the problem or issue. The question may focus on a situation that you've handled in the past or how you would handle a hypothetical situation.
- Identify a solution – You're given a problem or issue, and you need to find the solution to the problem or issue. The question may focus on a problem or issue that you've handled in the past or how you would proceed in a hypothetical situation.

The questions may be straightforward or combine the above. For example, "Tell us about a safety issue at your current job. How did you handle the issue? What would you have done differently?"

People prepare for job interview questions in many ways. Often people will write specific answers to as many specific questions as possible and memorize the answers.

We recommend looking at categories of questions and using answer points. Answer points are the main points. Why? By memorizing answer points, with practice, you will hit all the main points and although your answer will be slightly different each time, your answer will come across naturally and with confidence.

You can never predict with 100% accuracy the questions that will be asked in the interview. But you can answer any question successfully if you are prepared with your answer points and listen to the question. For example, take the category of "General Experience". The answer to the question, "How does your current position qualify you for the job?" is simply a variation of your answer to the question, "How does your experience qualify you for the job?" Use answer points like building blocks. With practice, you'll be able to select the appropriate answer points or blocks to build the answer to any interview question.

Key Interview Success Factors

- **The most qualified person to do a job is someone who has already done the job.** If you were to hire someone to fix the plumbing in your house, whom would you hire? Someone who has never fixed the plumbing or someone who has? Use your work and life experiences as examples in your answers to reinforce to the interviewers that you've already done what they're looking for, and you've done it successfully.
- **Most relevant and most current** – Whether you're reviewing your job history or providing examples of your experience, focus on the most relevant experience first. Second, use the most current experience.
- **Know yourself.** Review your application and/or resume. For each of the KSA's you've identified, review your knowledge and experience. Identify those aspects of your knowledge and experience that are essential to your qualifications.
- **Use the same wording as the KSA's.** If you use different wording, you are depending on the interviewers to make the connection between the words you use and the KSA's. For example, if the job requires someone to supervise, use the word "supervise" and not the word "manage".
- **Know the company and the job.** Check financial sources, annual reports, and news media for information on the company, their culture and current events. If possible, visit the company, their stores or offices to get a sense of the culture and dress code.
- **Don't use limiting words**, such as "only" or "just". For example, I "only" supervise five employees. You're making an assumption that five employees is a small number. The fact is that you don't know what the interviewers consider as a small number and what is a large number.
- **Use appropriate wording.** You won't receive extra points for every word that has more than 10 letters. Use technical terms only when appropriate to the question.
- **Be concise, logical and to the point.** Use short sentences.
- **The greatest impact that you have with someone occurs with the first impression and the last impression.** Interviews typically begin with a question regarding your overall experience and end with an opportunity to summarize or go over anything that you may have missed. You should always be prepared for questions regarding your experience and you should always have a closing.

Success Words

The following are words that may be used in your interview answers to project competence and confidence:

accomplish	lead
achieve	manage
coordinate	negotiate
delegate	organize
develop	prioritize
direct	recommend
establish	reduce

evaluate	reorganize
execute	resolve
expedite	review
expand	revitalize
implement	successful
improve	supervise
increase	train
initiate	transform
introduce	upgrade

Success Phrases

The following are phrases that may be used in your interview answers to project competence and confidence:

- I am confident that I can perform
- I look forward to the opportunity to perform the duties
- I look forward to the challenge of the responsibilities
- As a good supervisor, I would document
- I completed the project on time and on budget
- I perform my duties with minimal supervision
- I work independently
- I am currently performing the duties
- I have successfully completed
- I initiated policy and/or procedural changes
- I solved a production problem
- I resolved a dispute
- Under my leadership, my team introduced

Interview Etiquette

The New York Times Job Market conducted a survey of 250 hiring managers who were asked to rate traits and behaviors they consider the most and least appealing during a job interview. In the survey, managers cited the most important traits and behaviors as:

- confidence (79%)
- being articulate (78%)
- honesty (76%)
- timeliness (75%)
- good listening skills (74%)
- eye contact (71%)
- good body language (68%)
- firm handshake (59%)
- traditional business attire (46%).

The following traits were considered unappealing:

- a negative attitude (83%)

- tardiness (79%)
- poor listening skills (76%)
- being inarticulate (69%)
- arrogance (64%)
- inappropriate body language (63%)
- poor eye contact (60%)
- lacking confidence (59%)
- focus on salary/benefits at initial interview (51%)
- revealing too much personal information (50%)
- casual attire (31%).

A successful interview presentation comes down to one word – **attitude**. Here are your interview etiquette essentials:

Before the Interview

1. If you're driving, wash your vehicle and clean up the interior. We've worked with a number of interviewers who insist on walking the candidate to their car. The thought being that your car is a good indication of your work habits and what your desk will look like.
2. Turn off your cell phone or pager.
3. Arrive at least 10 minutes before your interview.
4. If your car breaks down and there is a possibility that you'll be late for the interview, call as soon as possible to inform the company and offer to reschedule.
5. Wait until after the interview to ask about parking validations.
6. Don't assume that whoever greets you is a receptionist. With today's flexible schedules, don't be surprised if you're greeted by one of the interviewers.

Dress

1. Your hair should be clean and combed.
2. Nails should be clean and trimmed.
3. Be conservative and err on the side of caution. If the company does not have a dress code, remember that it's better to overdressed than underdressed.
4. Your clothes should be clean and ironed.
5. Leather bags, belt and shoes should be clean and shined.
6. Don't forget the collar stays for your dress shirt.
7. Make sure you have no missing buttons, tears, hanging threads or clothing tags visible.

Behavior

1. Make a positive and professional first impression by giving a firm handshake to each interviewer and addressing each interviewer by name (Mr. Smith) as he or she is introduced.
2. Reinforce your professionalism and your ability to communicate effectively by speaking clearly at the appropriate volume and avoiding "uhs", "you knows", and slang.
3. Use positive words. Instead of "if", "I think", "I feel" and "I wish" use "when", "I am" and "I would".
4. Establish rapport by relating to each interviewer. Note the wording that is used by each interviewer and when appropriate use similar words. Maintain eye contact with each of the interviewers throughout the interview.
5. Sit comfortably. Sit erectly, but don't sit stiffly or sprawl over the chair. Don't swivel or rock the chair.
6. Keep your elbows off the desk or table.

7. Project confidence and a positive attitude. Maintain awareness of your voice, posture, energy level, and enthusiasm. Make hand gestures to emphasize important points, but avoid distracting gestures or making too many hand gestures. As a general rule, keep your hand gestures between your shoulders on the left and right, above the top of the table and below the top of your shoulders from top to bottom.
8. Smile confidently, but not to the point where you would appear to be too casual. Smiling will also help you relax and establish a rapport with the interviewers.
9. Emphasize the compelling strengths and qualifications that make you are the ideal person for the job.
10. Don't dominate the interview. Time does not equal quality.
11. Manage weaknesses or barriers so that they demonstrate your strengths.
12. Be attentive. Listen to each question carefully and don't interrupt. If you aren't sure of what is being asked, politely request that the question be repeated.
13. Keep your eyes focused on the interviewer while he or she is speaking. As an interviewer, there is nothing more disrespectful than speaking and having the candidate glance at someone else or out the window.
14. Don't smoke.

Restaurant Interviews

1. Don't order alcohol.
2. Don't smoke.
3. Don't order the most expensive item or an item that is highly seasoned.
4. Keep your order safe and easy to eat.

After the Interview

1. Shake each interviewer's hand and thank each interviewer by name.
2. Send a thank you letter as soon after the interview as possible. Review the Toughest Interview Situations file for a sample letter.

Step 5: Practice Interviews

A practice or mock interview is where "what you say" and "how you say it" all come together. There is no substitute for having another person provide you with feedback based on your answers and presentation. How can you improve with scripted feedback from an interactive course? Will a personal computer tell you if you're not making eye contact? Can telephone feedback tell you if you're communicating the "right attitude"?

Follow the easy steps below to create a set of custom practice interviews. You may also find additional practice interviews for specific jobs at <http://www.job-interview.net/sample/Demosamp.htm>. The **Practice Interview Checklist™** will help make sure that "what you say" and "how you say it" are on target for your interview.

1. Review your resume and identify questions for the problem areas on your resume.
2. Choose questions from each of the KSA Question Bank categories that you've matched to the KSA's. Each practice interview should consist of seven to fourteen questions. Tailor the questions to fit the organization and specific job that you are interviewing for include questions for specific requirements or "hot topics".
3. Ask your friend, roommate, significant other, spouse, or coworker to help you. Better yet, have two people conduct a practice interview. They'll focus more on your presentation and providing constructive comments when they alternate questions.
Your "interviewers" can create practice interviews by using questions from the headings we've identified and from the knowledge and "hot topics". Having someone else create a practice interview is ideal because you won't know what the questions are and you'll have to think on your feet. Ask your "interviewer" to write down the questions and their comments using the **Practice Interview Checklist™** to help you. Bonus – Your "interviewer(s)" will benefit because they learn valuable tips for their future interviews.
4. Use the three generic practice interviews below. Add questions specific to the KSA's in the job advertisement or announcement.

5. Practice, practice, practice. One practice interview is not enough. Ideally, you should have at least **three practice interviews**. Focus on the [Key Interview Success Factors](#) and [Interview Presentation Tips](#) from [Step 4](#) so that your best presentation becomes second nature. Schedule the practice interviews at least a few days apart to allow you to use the feedback to correct mistakes and make adjustments. The last practice interview should be no less than two days before your scheduled interview.

PRACTICE ONE

1. Tell us about yourself.
2. How have you prepared yourself for the position of *position that you're interviewing for*?
3. One of the responsibilities of the position is to *skill or ability*. How would you go about *skill or ability*.
4. Give us an example of your ability to work effectively with other people.
5. What experience have you had with *hot topic*?
6. What can you contribute to our company/organization?
7. What do you do when things don't go right or you encounter failure?
8. What salary are you seeking?
9. Describe for us your ideal job.
10. This concludes your interview. Is there anything we've missed?

PRACTICE TWO

1. Walk me through your resume.
2. Tell us about your experience in *skill or ability*.
3. What do you know about our company/organization?
4. How would you deal with *situation involving skill or ability*?
5. How do you deal with pressure or stress?
6. Describe for us the toughest challenge you've encountered in your current job. How did you meet the challenge?
7. What do you do to improve your skills and potential contributions to the your employer?
8. Do you have anything else to add?

PRACTICE THREE

1. How are you qualified for the position of *position that you're interviewing for*?
2. Give us an example of your ability to *skill or ability*.
3. How much do you think we should pay you?
4. What can you contribute as a member of our team?
5. A growing trend in the industry is *hot topic*. Tell us about your experience in this area.
6. Tell us about a situation that would demonstrate your ability to make good decisions.
7. Why do you want to leave your current position?
8. Where do you see yourself in our company/organization in five years?
9. Is there anything else that we should know about you?

Step 6: Interview Game Plan

Here's our game plan heading into the interview:

- Get your rest.
- Don't get distracted or excited by little things; don't schedule meetings over controversial issues, or do anything that might break your concentration.
- Dress appropriately.

- Arrive early and make sure you have money for the parking meters. If the interviewers are ahead of schedule, they'll appreciate the opportunity to start early.
- Don't smoke; chew gum, or tobacco.

Step 7: Interview Wrap

The Interview Wrap captures the important points of your interview. This probably wasn't your first interview and it probably won't be your last interview. Learn from this interview and use what you learn on future interviews. File the completed Interview Checklist and Interview Wrap-Up together for future interviews.

- Write down the questions.
- Review your responses. What would you have worded or answered differently? Why would you have answered differently? And what would be a more appropriate answer?
- Review your own behavior during the interview. Did you fidget? Use any "uh's" or "you knows"? Did you smile? Did you use hand gestures to emphasize important points?
- Did you establish a rapport with the interviewers? How did they act during the interview?

24 Hour Plan

Short of time? Only a day or two before your interview? If you concentrate and dedicate quality time, you can complete the steps below in 24 hours.

Step 1: Know Yourself

Follow this entire step. Review your resume, identify potential problems and review the Toughest Interview Situations file for the answer(s) to the potential problem(s) that you've identified.

Step 2: The Job

Follow this entire step.

Step 3: Interview Questions

With the knowledges, skills and abilities in mind that you identified in Step 2, review the Toughest Interview Questions file for the answers to the toughest questions. Also, note the qualities and skills that employers seek in hiring new employees. Review your notes from other related interviews you've had and the questions that you were asked.

If you have time, review the possible questions in the Question Bank Index for the knowledges, skills and abilities that you are the least comfortable with.

Step 4: Answers

Review both pages for this step.

Pay particular attention to the significant events, successes and failures in your career and what you learned from them. You'll find that one event can apply to several possible experience questions.

Step 5: Practice Interviews

If possible, pick a person who is in the same career field as you. Have one practice interview from the three practice interviews that we've provided. Obtain feedback from the person assisting you.

Step 6: Interview Game Plan

Review the tips.

Practice Interview Checklist™

Use the list under each of the alphabetical headings to evaluate the interviewee's presentation. Use the comments section to evaluate what is said in the answer. Thank you for assisting in a successful interview.

A. Introduction

- Firm handshake
- Good eye contact
- Clear introduction

B. Interview

- | | |
|--|------------------------------|
| Clear answers | Eye contact |
| Volume | Fidgeting |
| Use of uh's, you know's | Hands (relaxed or fidgeting) |
| Good pace (not too fast or slow) | Posture |
| Sentences too short or run-on sentences | Appropriate hand gestures |
| Appropriate wording (trying to impress or natural) | Smiling |

Question 1 _____

Comments _____

Question 2 _____

Comments _____

Question 3 _____

Comments _____

Question 4 _____

Comments _____

Question 5 _____

Comments _____

Question 6 _____

Comments _____

Question 7 _____

Comments _____

Question 8 _____

Comments _____

Question 9 _____

Comments _____

Question 10 _____

Comments _____

Question 11 _____

Comments _____

Question 12 _____

Comments _____

Question 13 _____

Comments _____

Question 14 _____

Comments _____

C. Closing

- Firm handshake
- Good eye contact
- Remembered Interviewer's Name(s)
- Thank you

Interview Checklist

Use this Interview Checklist to take you step-by-step to interview success. We've included an interview wrap up section to record your notes after the interview to help you learn from your interview experience.

1. Position: _____
2. Company: _____
3. Review Company and industry info or attach info from Vault.com.
4. Salary Desired: _____ Check Salary.com
5. Review your resume and/or job application.
6. Review job announcement and identify knowledges, skills and abilities (KSA's) required to perform the job. Check the Interview Question Bank for possible questions on each knowledge, skill and ability along with answer tips. Match your knowledge and experience to the KSA's.

KSA's

Your knowledge and experience

A.	_____	_____

B.	_____	_____

C.	_____	_____

D.	_____	_____

E.	_____	_____

F.	_____	_____

G. _____

H. _____

I. _____

J. _____

K. _____

L. _____

M. _____

7. Interview time/Location: _____

8. Make sure you know where to park. If the parking is metered, don't forget change.

9. Have you visited the company? What is the dress code? Have you decided what to wear?

Interview Wrap-Up

1. Which questions were asked? Note the difficult questions. The difficult questions may come up again in the second interview.

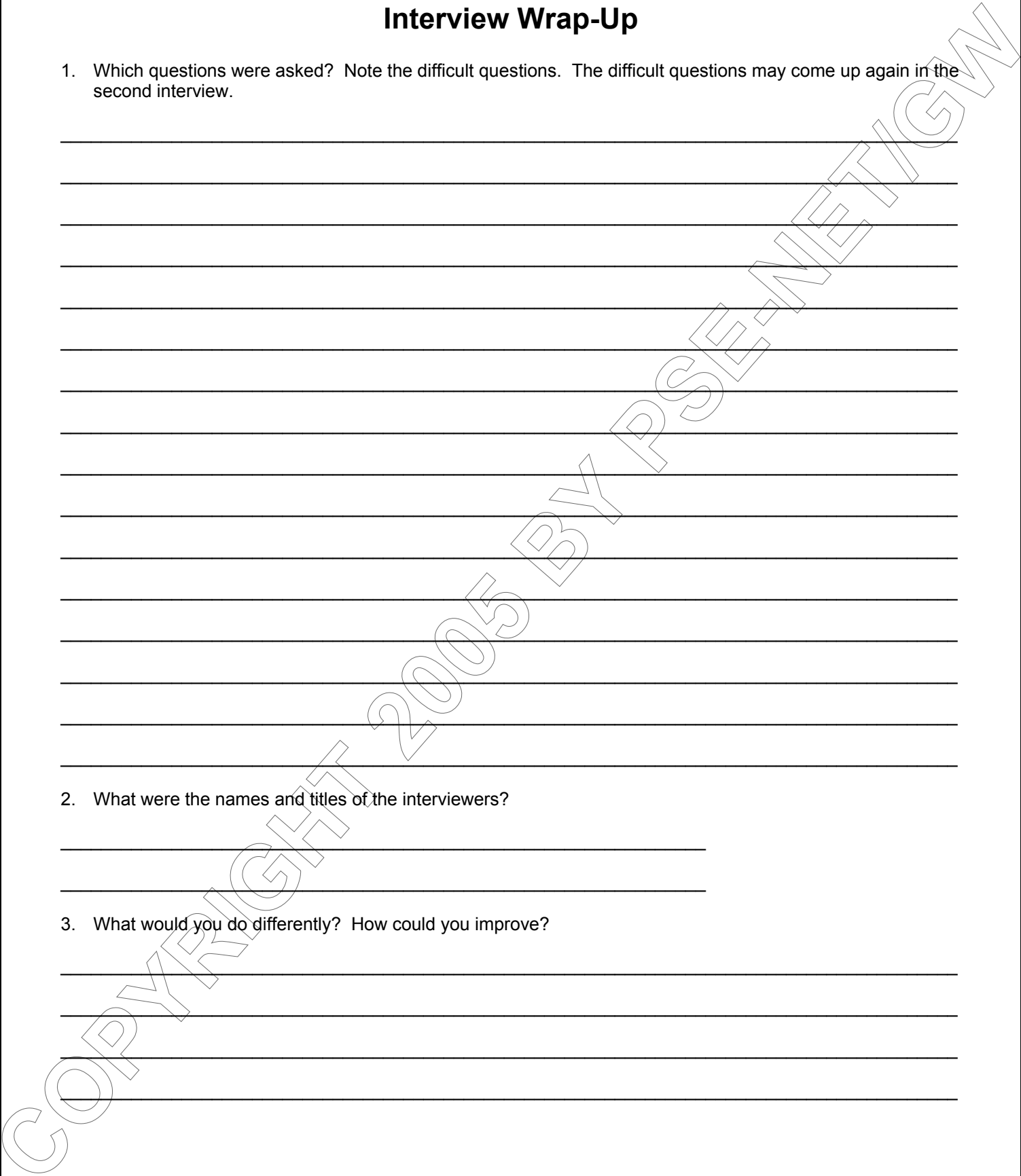
Lined area for notes.

2. What were the names and titles of the interviewers?

Lined area for notes.

3. What would you do differently? How could you improve?

Lined area for notes.



Questions to Ask the Interviewers

You should be given an opportunity to ask questions of the interviewers. Review the suggested questions with the following tips in mind:

- Develop a list of questions and review them to insure that the questions are appropriate for the job that you're interviewing for.
- If you're going for a second interview, review your Interview Wrap to help you identify questions for the second interview.
- Quality not quantity counts. Prioritize your questions. A good rule of thumb is to identify three to five questions to ask. You'll probably have another two or three follow-up questions.
- Review the information provided by the company either in handouts or on the announcement of the job opening. Don't ask questions that are already answered in these documents. However, you may ask for clarification or for additional information.
- Conduct your own research on the company. Don't ask questions regarding topics that are already answered in the media. For example, if the company has just released its quarterly earnings, don't ask about quarterly earnings. Again, you may ask for clarification or for additional information.

THE JOB

1. Who will I report to?
2. Who will review my performance?
3. How will I get feedback on my work?
4. How often are formal performance appraisals given?
5. Is this a new position?
6. What are the most important responsibilities of the position?
7. What problem solving opportunities will I encounter?
8. What qualities should the ideal employee have?
9. What are the most important skills, knowledges and abilities required for the position?
10. Is the position currently vacant? If so, how did it become vacant?
11. How many people have held the position in the past two to three years?
12. How much routine work does this position entail?
13. To what extent will I be able to exercise independent judgment?
14. How are job assignments given?
15. What special training will be required?
16. Is there a formal training program? If so, how long does the program last and what does the program cover?

THE COMPANY

1. What is the company's organizational structure?
2. How are sales? At what rate has sales been increasing?

3. How does this company compare to its competitors?
4. How do your customers view the company?
5. How does the company treat its employees?
6. How would you describe the culture of the organization?
7. How would you describe the company's management style?
8. How is success measured at this company?
9. To what extent does the company use formal communications?
10. What type of an employee works well in the organization?
11. What is the company's five-year plan?
12. What type of a commitment does the company make to the community?
17. What is expected of employees in terms of community involvement?
18. How are employee accomplishments and achievements recognized?

THE DEPARTMENT

1. Which department will I be working in?
2. How much employee turnover has the department had in the past two years?
3. Who will I be working with and what are their roles?
4. How often are staff meetings held?
5. How does the department that I'm interviewing for fit within the overall company?
6. What performance goals have been established for the department?
7. How has the role of the department changed over the past two years?
8. What are the plans for the department in the next five years?
9. Is the department a cost center or profit center?
10. What is the company outlook on outsourcing cost center or back office functions?

CAREER DEVELOPMENT AND PROMOTION

1. What are the opportunities for promotion?
2. How does an employee prepare for promotion in your company?
3. What positions could I promote to?
4. What formal means are available for career development?
5. What training and educational opportunities are available for career development?
6. What opportunities do employees have to learn about and work in other departments?