

Getting the Best Person for the Job:

Developing Good Interview Questions
and Conducting Interviews

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AGENDA

- The Mission
- The Needs Assessment
- The Sourcing Process
- The Interview Process
- The Selection Process
- Q&A



THE MISSION



What is your entity's mission statement?



What is the mission at-large?



Identifying the mission is the first micro-step in the right direction.

THE NEEDS ASSESSMENT

- This new person needs to... ?
 - Read the Job Description
 - Define goals
- Budgeted salary range
- Leadership has to be clear on the needs of the entity.
 - Clarity will make the process flow easier.

THE SOURCING PROCESS

- Referrals. Referrals. Referrals.
- Job Posting attraction
 - Use your network
- Screening Resumes –
 - Look for:
 - Organization and consistency
 - Tenure
 - Aligned key skills



THE INTERVIEW PROCESS

- Never interview alone.
 - Two are better than one (Ecclesiastes 4:9-12)
- Be Structured
 - Dedicated time to interview
 - Prepare questions in advance
 - Be prepared to answer interviewee's questions
 - Including salary – provide hiring range
 - Give candidate a turn around time.

INTERVIEW QUESTIONS

- Great interview questions don't just fill time—they reveal character, competence, and culture fit.
- Based on the Resume and the Job Description they are going to fill
- Maintain an organized, ongoing conversation.
 - Not scripted.
- Mixed question types.
- Use **STAR method** (Situation, Task, Action, Result) to guide candidate responses

INTERVIEW QUESTION TYPES

Behavioral	Reveal past actions
Situational	Test problem-solving
Skill-based	Assess technical ability
Values-based	Gauge cultural fit

INTERVIEW QUESTIONS

EFFECTIVE QUESTIONS

- Behavior-based
- Situational
- Skills-based
- Values-based
- Position specific

INEFFECTIVE QUESTIONS

- Resulting in Yes or No
 - Example:
Are you familiar with the bank account reconciliation process?

Always use STAR Method.

BEHAVIOR-BASED QUESTIONS

- Reveal past behavior and actions
- Helps interviewer identify or predict future behavior
- Examples:
 - “Describe a time you went above and beyond for a coworker.”
 - “Tell me about a moment when you had to adapt quickly to change.”
 - “How did you handle a situation where you disagreed with a supervisor?”
 - “Tell me about a time when a supervisor pointed out a mistake that you made. How did you respond? How was the mistake resolved?”

SITUATIONAL QUESTIONS

- Assess problem-solving, conflict resolution, and critical thinking abilities.
- Helps interview determine the candidate's ability to respond to impromptu or unusual situations.
- Examples:
 - “How would you handle a patient complaint during a busy shift?”
 - “If two departments request your help at the same time, how do you decide who to assist first?”
 - Tell us about a time when you needed to provide negative feedback to a specific student. What methods did you employ?
 - Probe: How did the student respond? What was the outcome?

SKILLS-BASED QUESTIONS

- Assess technical and practical ability
- Helps the interviewer by identifying tactical application of skills.
- Examples:
 - “How do you ensure accuracy when entering financial data?”
 - “Walk me through how you prioritize tasks during a shift.”
 - “What tools or systems have you used to stay organized?”

VALUES-BASED QUESTIONS

- Assesses the person-organization fit.
- Gauges workplace-culture fit.
 - Examples:
 - “What motivates you to do your best work?”
 - “How do you contribute to a positive team culture?”
 - “What does recognition mean to you in the workplace?”
 - How do you like to get recognized?
 - “How do you handle situations where team members have different working styles?”
 - “What role do you naturally take on in a team, and why?”

POSITION SPECIFIC QUESTIONS

- Adhere to the job description and connect resume qualifications
- Helps interviewer visualize the new hire working in the entity
- Examples:
 - Custodian: “What steps do you take to ensure infection control and sanitation standards are met?”
 - Security: “What’s your process for conducting routine patrols or incident reporting?”
 - Cafeteria: “What steps do you take to keep food at safe temperatures during service?”

Ineffective Questions:

- Which subjects did you teach?
 - Response: generic answer
- What curriculums did you follow?
 - Response: one word answer
- Are you familiar with XYZ?
 - Response: Yes/No

TAVARES ORTIZ

High School
Mathematics Teacher

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☎ (123) 456-7890
📍 Cranford, NJ
🌐 LinkedIn

EDUCATION

Bachelor of Science
Education

Rutgers University

📅 2010 - 2014

📍 New Brunswick, NJ

Masters of Mathematics
Education

Rutgers University

📅 2014 - 2015

📍 New Brunswick, NJ

SKILLS

Lesson Planning
Communication with Parents
Problem Solving
Student Performance
Accountable
Analytical

CERTIFICATIONS

Standard Teaching
Certification, NJ

WORK EXPERIENCE

Advanced High School Mathematics Teacher
Cranford High School

📅 2019 - current 📍 Cranford, NJ

- Taught Advanced Placement (AP) Calculus as well as advanced pre-calculus to 11th and 12th graders
- Increased average AP Exam scores by 12% through small group after-school AP Club
- Taught over 100 students concurrently while providing a high degree of education customization when required
- Methodically planned and executed on lesson plans, including collecting necessary resources to complete a given lesson

High School Mathematics Teacher

Cranford High School

📅 2016 - 2018 📍 Cranford, NJ

- Taught 3 classes of 10th grade geometry and 2 classes of 10th grade statistics
- Built relationships with over 100 students and ensured all students felt attended to with personalized feedback, class discussions, and encouragement
- Designed and implemented performance improvement plans for underperforming students in consultation with parents and administrative staff
- Contributed to improving statewide standardized testing scores for 10th grade math by 7% during tenure

Student Teacher

Rahway High School

📅 2014 - 2015 📍 Rahway, NJ

- Student taught a 9th grade algebra class with 23 students
- Assisted with lesson plans and aligning plans with structured goals to improve student performance
- Graded 25% of all student assignments, and provided actionable feedback for students
- Observed main instructor, and designed professional goals around observations and personal practice with 1:1 mentoring with instructor

PROJECTS

JV Baseball Coach

📅 2018 - current

- Planned all practices to improve specific skills based on team performance
- Provided leadership and mentorship to over 25 team members annually

Effective Questions

- What was the method you applied on your lesson plans?
- Tell me about how you designed and implemented performance improvement plans for underperforming students.
- Tell me about the curriculums you executed on?
- Walk me through a situation in which you needed to provide feedback to a specific student.
 - Probe: how did the student respond?
 - What was the outcome?

THE SELECTION PROCESS



**Rate the interview
and use a scoring
sheet.**

Each interviewer scores
the interview (Next Slide)



**Debrief on the
interview *after*
scores are done.**



**Determine the
consensus.**

Making the offer
Continue searching for
other candidates

THE SELECTION PROCESS

- **Making the Offer**

- Make the verbal offer
 - Determine contingent start date
- Provide offer letter
- Provide direction on benefits information

- **Continue searching...?**

- Notify candidate
 - Call or email
 - Be respectful and mindful
- Keep rating sheet for 1 year after the interview

QUESTIONS

THANK YOU

Blessings on your search!

St. Anthony,

Pray for us.