



University of Florida

Hiring Department Interview Guide

**Recruitment & Staffing
Human Resource Services**

Preparing for the Interview

Consider:

- Formulate a set of hiring criteria that accurately reflect the demands of the position.
- Develop questions that relate directly to the criteria identified to meet the department needs.
- When the setting up the interview, explain to the candidate the interview agenda. This should include:
 - Expected length of the interview
 - Names and titles of who will participate in the interview
 - Logistics such as parking arrangements, luncheon plans, etc.

The Interview

Pre-Introduction

1. Create an environment that is conducive to a productive exchange of information by establishing a comfort level. This includes:

- Select a private and quiet place to conduct the interview
- Take precautions to avoid disturbances
- Hold any phone calls
- Position the furniture to be inviting and avoid any barriers

If interviewing an applicant with disabilities, review the following [guide](#).

2. Prepare materials for the applicant. For example:

- The position description such as the essential functions, requirements and working hours for the position
- Information describing the department
- Business card

3. Review the applicant's application information in Careers at UF.

- Identify areas in the applicant's history that need clarification or elaboration
- Look for gaps in employment or inconsistencies that you would want to address
- Clear your mind from other tasks you need to perform so that you can devote your full attention to the interview

Introduction

Introduce yourself and others who will be conducting the interview (refer to tips on team interviews) and review the interview agenda. Let the candidate know you are going to take notes during the interview so you can objectively evaluate all applicants.

The Interview

Interview Questions

The questions utilized in an interview largely determine whether you gather relevant and reliable information on which to make hiring decisions. The resources below cover information on how to develop your own interview questions, guidelines to follow a fair and legal interview process, and a question bank composed of different types of questions.

- Guidelines for Developing Interview Questions
 - **Advantages of Using Prepared Questions**
 - **Types of Questions and Interviewing Techniques**
 - **Interview Topics: To Ask or Not To Ask?**
- Question Banks
 - **Behavioral Interview Questions**
 - **Questions to ask Supervisors/Managers**
 - **Questions to ask Support Staff**

Wrap Up/Closing the Interview

- At the end of the interview informally summarize what the applicant has discussed about his/her background, qualifications, reasons for wanting the job, strengths and weaknesses. This gives the applicant an opportunity to add new information or clarify miscommunications.
- Ask if the applicant has any questions about the workplace or the position and let him or her know what to expect next, such as follow-up interviews.
- Invite the applicant to phone you if he/she has any additional questions and thank him or her for taking time to interview with your department.
- Leave the applicant with an up-beat, positive last impression of the department. Let the candidate know a time frame when he/she can expect to hear from you regarding the status of the job.
- Follow up with every person interviewed to let them know their status for the position. If the person was interviewed, follow up personally by telephone and/or letter.

Guidelines for Developing Interview Questions

Interview questions should be focused on obtaining information necessary to assess the skills and qualifications of the candidate and/or the candidate's ability to perform the essential functions of the position. Formulate questions that will help seek the information needed to fill the position successfully.

- If you want to test a particular question, ask yourself whether it is:
 - Specific to the candidate
 - Based on the candidate's past experience
 - Open-ended
 - Nondiscriminatory
 - Job-related
 - Non-leading
- Make certain the question does not violate EEO laws, and can be used to obtain valuable information. If the question meets these standards, then ask the question. Otherwise, do not. Avoid asking questions that have the potential of being considered illegal or discriminatory.
- Don't shy away from asking questions regarding topics that you may have limited knowledge. Such questions will enable you to determine whether the applicant can formulate his/her answer in an easy, understandable way.
- Valuable information can be gained about a candidate from academic/life experiences or interests that the candidate has even though it is seemingly remote from the job for which the candidate is interviewing.
- It's acceptable to vary your interviews slightly, to discuss something new with each applicant. You are more likely to conduct an effective interview if you try to learn about the particular candidate in front of you by asking follow-up questions regarding information that the candidate has shared.

It is extremely important that the same general format is followed and the same general question content is asked of all applicants.

Types of Interview Questions

Advantages of Using Prepared Questions

Preparing the set of interview questions in advance,

- creates a system that treats all candidates fairly.
- helps the interviewer(s) identify and avoid illegal questions.
- prevents overlap among interviewers and/or topics, which makes a positive impression on the candidate.

Types of Questions

Described below are different types of questions that can be helpful in conducting interviews. When preparing a set of interview questions, you may have a combination of these types of questions.

Type of Question	Definition
Behavioral	Based on the premise that past performance is the best predictor of future performance, these questions solicit examples of how the candidate has performed in the past. <ul style="list-style-type: none">• Tell me about a specific time when you encountered a patient who was upset and/or dissatisfied. What was the situation and what did you do?
Open-Ended	Questions that begin with “how,” “why,” and “what” invite an applicant to answer at length, and cause the interview to flow as a conversation, permitting the applicant to do most of the talking. These questions invite more elaborate response, either informational or attitudinal. <ul style="list-style-type: none">• How would you describe your strengths and weaknesses in the workplace?• What special aspects of your education, training, or work experience have prepared you for this job?
Competency-Based	These questions measure the candidate’s knowledge in job relevant areas. <ul style="list-style-type: none">• What is the correct way to...?• How would you know if...
Informational or Broad-Brush Questions	These questions require an applicant to demonstrate an ability to think about a broad subject area, choose what to include in his/her response, and organize his/her thoughts <ul style="list-style-type: none">• Tell me about your previous work experience.

Types of Interview Questions

Types of Questions Continued...

Type of Question	Definition
Compare and Contrast	<p>These questions measure the candidate's knowledge in job relevant areas.</p> <ul style="list-style-type: none">• What is the correct way to...?• How would you know if...?
Self-Appraisal Questions	<p>These force an applicant to reflect on his/her own personality and abilities and will provide you with an opportunity to understand the applicant as he/she sees himself/herself.</p> <ul style="list-style-type: none">• What do you think it is about you that allowed you to perform so well in your academic studies? (If an interviewee had a high grade point average)
Situational Questions	<p>These are questions that require candidates to imagine how they would react in certain situations.</p> <ul style="list-style-type: none">• What would you do if you were asked to manage a number of different projects at the same time and knew you couldn't accomplish them all?• You walk into a room and find a patient on the floor. The patient is unconscious. What is the first thing you would do?
Probing Questions	<p>These are questions that allow you to delve deeper for needed information. A one-step probe, beginning with the words "who," "what," "when," and "where," is designed to collect a limited amount of basic information. A two-step probe, beginning with the words "how" and "why," explores a candidate's qualifications. Applicants tend to feel defensive if asked too many probing questions consecutively.</p> <ul style="list-style-type: none">• Under what circumstances did that occur?• Who else was involved in that decision? (one-step probe)• Why did you make that decision? (two-step probe)
Reverse Information Questions	<p>The purpose of these questions is to have a holistic view of the candidate by asking for examples of behavior that is different, or opposite, from the behavior already described.</p> <ul style="list-style-type: none">• Typical Question: "Tell me about a time you provided outstanding customer service."• Reverse Question: "Now tell me about a time you tried to provide great customer service, but weren't able to . . . what happened?"

Interview Questions to Avoid

The following are types of questions that are not conducive to a fluid or objective interviewing experience.

Question	Definition
Close-Ended	<p>These questions should be avoided because they can be answered generally with “yes” or “no.” They often begin with words such as “did,” “have,” “do,” “would,” and “are.”</p> <ul style="list-style-type: none">• Did you enjoy your previous job? (Instead ask, “what did you enjoy about your previous job?”)
Leading	<p>These questions should be avoided because they imply that there is a single, correct answer and lead the interviewee to the answer you are looking for or prefer. Remember that you want to ask the applicant, not tell him/her.</p> <ul style="list-style-type: none">• Would you say that you have the analytical ability that this job requires?
Loaded	<p>These are questions that force an applicant to choose between two undesirable alternatives. This puts the applicant on the spot and these questions should be avoided, as they do not usually provide any valid information.</p> <ul style="list-style-type: none">• Are you the union-organizing type or are you anti-union?
Multiple	<p>Asking multiple questions at once only confuses the applicant and makes it difficult for you to get the information you are seeking.</p> <ul style="list-style-type: none">• Can you tell me about your position with your previous employer, what your responsibilities were, any promotions you received, what you liked and disliked, and why you left? (Instead, keep your questions simple such as “how,” “when,” and “what happened next?”)

Interviewing Techniques

When conducting the interview, consider using a combination of the following techniques to help maintain the flow of the conversation.

Technique	Definition
Pause or Silence	<ul style="list-style-type: none">• Compels the candidate to talk further on a given topic or to fill the void with further conversation.• If the candidate is struggling to formulate an answer, reassure the candidate to take time to compose his/her thoughts.
The Echo	<ul style="list-style-type: none">• Interviewer simply repeats what the candidate just said in the form of a question.
The Compliment	<ul style="list-style-type: none">• Interviewer offers praise (must be sincere), encouraging candidate to reveal more information on the subject.
Use of Examples	<ul style="list-style-type: none">• Interviewer asks for examples to support a broad statement previously made by the candidate or to elicit more information on how something was accomplished.
Self-Disclosure	<ul style="list-style-type: none">• Interviewer says something of a personal nature about himself/herself to help the candidate feel more comfortable about a potentially sensitive topic area.

Interview Topics: To Ask or Not To Ask?

As a general rule, anything that is not related to whether the applicant can do the job should not be asked, because it may be unlawful and unwise, to base the hiring decision on such information. Additionally, the same set of questions should be asked of all applicants. The following are topics with examples of acceptable and unacceptable questions that may be asked of an applicant. This list is not exhaustive, it is meant to serve as a general guideline.

Acceptable	Topic	Unacceptable
<ul style="list-style-type: none"> Name Whether applicant has worked under another name 	Name	<ul style="list-style-type: none"> Maiden Name Original name when legal name has changed
<ul style="list-style-type: none"> Address to facilitate contact with applicant 	Residence	<ul style="list-style-type: none"> Questions regarding owning or renting
<ul style="list-style-type: none"> Statements that hire is subject to verification that applicants meet legal age requirements 	Age	<ul style="list-style-type: none"> Age Birth date Date of attendance/completion of school Questions which tend to identify applicants over 40
<ul style="list-style-type: none"> Statements/inquiries regarding verification of legal right to work in the United States Verification required for business necessity (e.g. travel reimbursements) 	Birthplace/ Citizenship	<ul style="list-style-type: none"> Citizenship status Birthplace of applicant or applicant's parents, spouse or other relatives Requirements that applicant produce naturalization or alien card prior to employment
<ul style="list-style-type: none"> Languages applicant reads, speaks or writes if use of language other than English is relevant to the job for which applicant is applying 	National Origin	<ul style="list-style-type: none"> Questions as to nationality, lineage, ancestry, national origin, descent or parentage of applicant, applicant's spouse, parent or relative

Interview Topics: To Ask or Not To Ask?

This list is not exhaustive, it is meant to serve as a general guideline.

Acceptable	Topic	Unacceptable
<ul style="list-style-type: none"> Languages applicant speaks fluently if job-related 	Language	<ul style="list-style-type: none"> Applicant's mother tongue Language commonly used by applicant at home How the applicant acquired the ability to read, write, or speak a foreign language
<ul style="list-style-type: none"> Statement by employer of regular days, hours or shifts to be worked 	Religion	<ul style="list-style-type: none"> Questions regarding applicant's religious preference, denomination or affiliation Religious days observed
<ul style="list-style-type: none"> Emergency contact information Statement of policy regarding work assignment of employees who are related 	Gender/Marital Status/Family	<ul style="list-style-type: none"> Questions to indicate applicant's gender, marital status, number/ages of children or dependents Questions regarding pregnancy, child birth, or birth control Name/address of relative, spouse or children of adult applicant
<ul style="list-style-type: none"> None 	Race/Sexual Orientation	<ul style="list-style-type: none"> Questions regarding applicant's race, color or sexual orientation Questions regarding applicant's complexion, color of eyes, hair or sexual orientation
<ul style="list-style-type: none"> Employer may inquire if applicant can perform job-related functions 	Mental/Physical Disability or Conditions	<ul style="list-style-type: none"> Any inquiry into the applicant's general health, medical condition, or mental/physical disability Requiring a psychological/medical examination of any applicant

Interview Topics: To Ask or Not To Ask?

This list is not exhaustive, it is meant to serve as a general guideline.

Acceptable	Topic	Unacceptable
<ul style="list-style-type: none"> • Questions regarding disciplinary actions at any prior institutions or the subject of an investigation • Open-ended questions that allow them to self-disclose 	Disciplinary Actions	<ul style="list-style-type: none"> • Questions in reference to a rumor
<ul style="list-style-type: none"> • Job-related questions about convictions, except those convictions which have been sealed, or expunged, or statutorily eradicated 	Arrest/Criminal Record	<ul style="list-style-type: none"> • General questions regarding arrest record • The number and kinds of arrest of an applicant
<ul style="list-style-type: none"> • Questions regarding relevant skills acquired during U.S. military service • Whether applicant has received any notice to respond for duty in the Armed Forces 	Military Service	<ul style="list-style-type: none"> • General questions regarding military service, such as dates/types of discharge • Questions regarding service in a foreign military
<ul style="list-style-type: none"> • Requesting lists of job-related organizations, clubs or professional societies omitting indications of protected bases 	Organizations/Activities	<ul style="list-style-type: none"> • General questions regarding organizations, clubs, societies and lodges
<ul style="list-style-type: none"> • None 	Photographs	<ul style="list-style-type: none"> • Photographs with application. • Photographs after interview, but before hiring • Any request for submission of photograph at any time prior to employment (You may request a photograph after employment for identification purposes)

Behavioral Interview Questions

The following question bank is divided into three sections: behavioral, supervisors/manager, and support staff questions. The following are some examples of questions that reflect situations an applicant could encounter on the job.

Behavioral Interview Questions

When conducting the interview, consider using a combination of the following techniques to help maintain the flow of the conversation.

Competency	Examples
Communication and Interpersonal Skills	<ul style="list-style-type: none">• Tell me about a time when you had a major conflict with another employee. What was the cause of the conflict? What things did you do to alleviate the problem? What were the results?• Provide me with a specific example of a time when a co-worker or supervisor criticized your work in front of others. How did you respond? How has that event shaped the way you communicate with others?• Tell me about a time when you felt it was important to take it upon yourself to disclose “bad news” to your supervisor. How could you have handled the situation differently? How would you handle the same situation in the future? How would your supervisor have evaluated your decision in that situation?
Assertiveness	<ul style="list-style-type: none">• Give me a specific example of a time when you sold your supervisor on an idea or concept. How did you proceed? What was the result?
Job Performance	<ul style="list-style-type: none">• Describe the system you use for keeping track of multiple projects. How do you track your progress so that you can meet deadlines? How do you stay focused? (commitment to task)• Tell me about a time when you failed to meet a deadline. What things did you fail to do? What were the repercussions? What did you learn? (time management)• Give me some examples of things you have done that go considerably beyond what is required by your job. (drive and motivation)• Tell me about a situation that required you to learn something difficult or unfamiliar. Why was it difficult to learn? What did you have to do to learn it? How long did it take? What was the end result? (ability to learn)

Behavioral Interview Questions

Competency	Examples
Creativity and Imagination	<ul style="list-style-type: none">• Tell me about a time when you came up with an innovative solution to a challenge your organization/department was facing. What was the challenge? What role did others play? What were the alternative approaches you considered? Why was this a particularly creative solution?
Decision-Making	<ul style="list-style-type: none">• Describe a specific problem you solved for your employer. How did you approach the problem? What role did others play? What was the outcome?
Willingness to Take Risks	<ul style="list-style-type: none">• In past positions, when do you most regret not having taken a particular risk? What was the nature of the risk? Why didn't you pursue this risk?
Political Astuteness	<ul style="list-style-type: none">• What was the most difficult political decision you have had to make? What were the sensitivities? What were the risks? What factors needed to be considered, and why? What tact did you elect to take? What was the result?
Integrity	<ul style="list-style-type: none">• Give me an example of a situation that required you to compromise one of your basic principles. What was the situation? What principle did you compromise? Why did you compromise? How did you feel about it?
Teamwork	<ul style="list-style-type: none">• Give an example of your involvement in a successful team effort. What role did you play? Why was the effort successful?• Give an example of your involvement in a team effort that failed. What role did you play? What factors led to the failure?• Describe a time when you encouraged co-workers who disliked each other to work together. How did you accomplish this? What was the outcome?

Behavioral Interview Questions

Competency	Examples
Customer Service	<ul style="list-style-type: none">• Describe a time when you had to work with a difficult customer. How was the customer difficult and what did you do to make the situation better. (Look for the applicant's ability to notice and act on specific behaviors.)• Tell me about a time when you went the extra mile for a customer. What were the circumstances and what did you do?
Operating Style	<ul style="list-style-type: none">• What are the basic work principles by which you try to operate? How are these basic work principles reflected in your work and job accomplishments?• Give me an example of when you abandoned one of your basic work principles and it backfired on you. What principle did you abandon? What was the circumstance? What was the result? What did you learn from this experience?
Management Style, Philosophy and Effectiveness	<ul style="list-style-type: none">• Describe your process for monitoring and controlling overall department operations and performance. What are the performance benchmarks? What are your monitoring techniques? What controls do you exercise?• How do you go about evaluating individual employee performance? What is your basis for evaluation? What standards do you use? How do you measure against these standards?• What are some of the techniques you have used or continue to use to motivate poor performers? Give me some examples of how you have used these techniques. What results did you get? How could these have been improved?• What is the toughest decision you have had to make as a manager? Why was it tough? What did you decide? What were the results?

Questions to Ask Supervisors/ Managers

Competency	Examples
Delegation	Tell me about a time when you delegated an important assignment. How did you decide what to delegate and to whom to delegate it? How did it turn out?
Management Style	<ul style="list-style-type: none"> • What do you believe are the characteristics of an effective manager? What are the key attributes? Which are most important and why? • What aspects of your management style have made you particularly effective in the motivation of others? • Describe your approach to employee development: How do you determine development needs? How are these communicated? How is accountability assigned? What successes have you had? How could you be more effective in this area? • How would you typically give feedback to an employee when results are unacceptable? • Give an example of a time when you made a mistake because you did not listen well to what someone had to say. What did you learn from that experience? • How do you deal with people whose work exceeds your expectations?
Leadership	<ul style="list-style-type: none"> • What do you see as the key difference between a leader and a manager? Which are you? • Tell me about a situation where you had to pull a team together successfully. What made it successful? What challenges did you face? • Have you ever had problems in getting your employees/peers to accept your ideas or goals? What approach did you use? How effective was it? • Give me an example of your ability to facilitate progressive change within your organization.
Performance	<ul style="list-style-type: none"> • Think of some projects or ideas that were implemented or carried out successfully primarily because of your efforts. What was your role? What was the outcome? • How many employees have you supervised and what types of work were involved? • Describe how your position contributes to your organization's/unit's goals. What are the unit's goals/mission?

Questions to Ask Support Staff

Competency	Examples
Strengths	<ul style="list-style-type: none"> • In viewing your candidacy for this position, in what areas do you feel you would be a particularly strong performer? Why? • Describe your three greatest strengths and tell me how you used them to bring about improvements in your current or most recent position.
Weaknesses	<ul style="list-style-type: none"> • In what areas could you improve your overall performance? (Make sure you demonstrate what action you would take.) • As you view your overall qualifications for this position, what do you see as some of your development needs? • In what ways could you improve your interpersonal skills and effectiveness?
Education	<ul style="list-style-type: none"> • What specific courses have been most helpful to you in your career/current position? How have you used them? <p>What led to your decision to get a degree in _____?</p>
Interpersonal & Communication Skills	<ul style="list-style-type: none"> • How would you describe your ideal co-worker? Why? • Tell me about a time when you had a major conflict with another employee or customer? (Mention the cause of the conflict, what things you did to alleviate the problem, and the results.) • Tell me about a time when you had to communicate negative information to your supervisor or a customer. How did you handle it and what were the results? • Explain your experience in making verbal presentations to groups or individuals.
Planning and Organizational Skills	<ul style="list-style-type: none"> • Describe your planning process. How do you establish priorities? • Describe a situation in your professional experiences that required a number of deadlines to be met at the same time. How did you handle that? What was the result?
Traits and Characteristics	<ul style="list-style-type: none"> • Describe a time when your work was given a negative review by a supervisor or colleague? What were their main concerns? How did you address the issues brought to your attention? • How do you handle stress on the job?
Analytical Ability	<ul style="list-style-type: none"> • Please give some examples of decisions you have made in your professional experiences. What were the ramifications of these decisions? • Please describe a problem you recently encountered. How did you rectify the situation? What did you learn?

Questions to Ask Support Staff

Competency	Examples
Teamwork	<ul style="list-style-type: none"> • Give an example of your involvement in a successful team effort. What role did you play? Why was the effort successful? • Give an example of your involvement in a team effort that failed. What role did you play? What factors led to the failure? • Have you ever had to build motivation or team spirit with co-workers or peers? How did you accomplish this? • What is your ideal work environment? Do you prefer working alone or with others?
Service Excellence or Customer Service	<ul style="list-style-type: none"> • What is your philosophy of customer service? How do you make a customer feel important? • Describe a time when you had to work with a difficult customer. How was the customer difficult and what did you do to make the situation better. (Look for the applicant's ability to notice and act on specific behaviors.) • How have you dealt with a customer who has a legitimate problem but you can't fix it? • Was there ever a time you violated organizational policy in order to better serve a customer? What happened and how did you handle it? • Tell me about a time that you went the extra mile for a customer. What were the circumstances and how did you handle it?
Ambition	<ul style="list-style-type: none"> • By what standards do you measure your success? • What immediate and long-term career goals have you set for yourself?
Persuasiveness and Job-Related Questions	<ul style="list-style-type: none"> • Is there anything else I should know about your qualifications that would help me to make a hiring decision? What do you feel separates you from other applicants for our opening? • Do you have any questions about the job and/or the demands of you? • Do you have any questions about our organization?

Tips for Team Interviews

Prior to the interview, the employer needs to determine whether to use one interviewer at a time or a group of interviewers simultaneously. If an interview team is used, a group of five to seven individuals would be an ideal group size. The following are suggestions for team interviews.

- Applicants should be informed ahead of time that the interview team approach is being used as it can be stressful seeing more than one interviewer in the room.
- Every member of the interview team should be knowledgeable about the areas to be evaluated — A qualified person in the occupational area under consideration should be present in the interview.
- Someone who has firsthand knowledge of the organization's working culture should be included in the interview team.
- Make the setting comfortable – not too expansive or too constrictive. Forming a soft arc (without a table) in front of the candidate is less structured and more conducive to productive exchange.
- One person should be chosen to lead in each team interview. The rest of the questions should be assigned beforehand to the other members of the interview team.
- Mutual respect for everyone present is essential for effective interviewing. The applicant will assume that the relationship demonstrated between team members is typical of relationships between and among organizational employees.
- Be prepared to convey to the applicant the benefits/advantages of working for your department.

Interviewing Candidates with Disabilities

The purpose of an interview is to select the best candidate for a position. In order to provide the same consideration as other applicants, it is important to make the necessary reasonable accommodations when an applicant with a disability makes the request.

Prepare for the Interview

- Create an environment that is accessible to the disabled (e.g., eliminate obstacles so that wheelchairs can move freely).
- Provide the applicant a detail agenda and ask if assistance is needed for any part of the interview process.
- Provide materials to the applicant that may facilitate the interview process.
- Review the interview questions to verify all questions regarding the applicant's ability is related to work tasks (essential and non-essential functions).
- Verify that the list of questions asked are the same for a person with or without a disability.

Introductions

- Greet the applicant as you would welcome all applicants. If you are going to perform an action that may not be obvious to the applicant, make sure that the applicant is alerted to such actions. For example, tell a blind person: "Let me shake your hand."
- Be sure to focus on the person (the applicant), not the disability. Likewise, look the applicant in the face when addressing and/or speaking to him or her.
- Create ease amongst yourself and the applicant, make the atmosphere comfortable. Adapt where necessary. For example, give a hearing-impaired applicant your list of questions. This can help reduce your tension as well as that of the applicant.

Interviewing Candidates with Disabilities

During the Interview

- Ask the same questions of the person with a disability as you would a person without a disability.
- Ask questions regarding ability to perform all job functions, not just those essential to the job. However, keep in mind that an applicant cannot be eliminated from consideration because of his or her inability to perform marginal functions.
- Inquire if the person knows of any reason that he or she cannot perform the essential functions of the job.
- Depending on the position describe or demonstrate an essential job function and ask all applicants if they can perform the functions with or without reasonable accommodation. If the person believes there may be problems related to a disability, rely on his/her personal experience and ask if there is another way to accomplish the function or the job. Would special equipment or furniture help? What about changing the physical location of the desk or work area?
- Offer a tour of the work site if that would be helpful. Discuss or visit common areas that the person may be interested in but may feel awkward asking about, such as the lunchroom and restroom.
- Provide information on your area's regular work hours, leave policies, absence policy and any special attendance standards for the job. Then, ask the applicant if those work-attendance requirements or that schedule can be met.

Introductions

- Greet the applicant as you would welcome all applicants. If you are going to perform an action that may not be obvious to the applicant, make sure that the applicant is alerted to such actions. For example, tell a blind person: "Let me shake your hand."
- Be sure to focus on the person (the applicant), not the disability. Likewise, look the applicant in the face when addressing and/or speaking to him or her.

Interviewing Candidates with Disabilities

Do Not...

- Patronize the applicant. Be certain that the applicant is treated with the same courtesy, respect, and understanding that is given for all of the applicants you interview.
- Ask about the nature, severity or condition of a disability.
- Ask any prognosis or expectation regarding a disability.
- Ask whether the person will need treatment or special leave because of a disability.
- Ask about the progress of an illness, even if the person volunteers information about medical condition, its remission, or treatment.
- Ask about the workers' compensation history of a person.

Courtesies for Individuals with Disabilities

The following are suggestions on courtesies to extend to applicants with disabilities being interviewed.

Interviewing Persons Using Mobility Aids

- It is your responsibility to ensure that the interview location is accessible. Check on location of available disabled parking spaces; available ramps and elevators; and accessible restrooms, water fountains, and telephones. Prior to the interview, inform the applicant of these aids.
- Enable people who use crutches, canes, or wheelchairs to keep them within reach. Be aware that some wheelchair users may choose to transfer themselves out of their wheelchair into an office chair for the interview.
- To facilitate conversation when interviewing a person in a wheelchair, sit at that person's eye level.
- Never touch or lean on a person's wheelchair. A wheelchair is part of the body space that belongs to the person who uses it.

Interviewing Candidates with Disabilities

Courtesies for Individuals with Disabilities

Interviewing Persons with Vision Impairments

- Always identify yourself and introduce anyone else who is present, when greeting a person with vision impairment.
- Ask the person with visual impairment if they would like to take your arm at or above the elbow for guidance to the interview room.
- Provide verbal directions as to the location of the seat.
- Always announce the name of the person to whom you are speaking, when conversing in a group.
- Let the person know if you move or need to end the conversation.
- Never pet or distract a guide dog.
- If there will be written materials in the interview, find out before the interview if there is an alternative format the person would prefer such as large print, Braille, or tape recording.

Interviewing Persons with Speech Impairments

- Do not shout or raise your voice.
- Do not pretend to understand if you do not. Ask the person to repeat what you do not understand.
- Exercise patience by allowing for time for the person to speak rather than attempting to speak for the applicant or complete the applicant's sentences for him or her.

Interviewing Candidates with Disabilities

Courtesies for Individuals with Disabilities

Interviewing Persons Who Are Deaf or Hearing Impaired

- Use a normal voice tone. Only raise your voice if requested. Brief, concise, written notes may be helpful.
- If the person lip-reads, look directly at him or her. Try to speak clearly and at a moderate pace. Do not exaggerate your lip movements or shout. Speak expressively because the person may rely on your facial expressions, gestures, and body movements to understand you. Always maintain eye contact.
- Place yourself facing the light source and keep your hands away from your mouth when speaking.
- Use a sign language interpreter.
 - If an interpreter is present, the interpreter should be seated beside the interviewer, across from the applicant.
 - Speak to the applicant, not to the interpreter and always maintain eye contact with the applicant, not the interpreter.
 - The interpreter will be at least a few words behind the speaker, so allow extra time for the applicant to respond.
 - Interpreters should not be consulted or regarded as a reference for the applicant. Interpreters are there only to facilitate communication.