

WESTGATE RESORTS
Hiring Leader Interviewing Toolkit



Interview Guide
Hourly

Congratulations! If you are reading this, you are about to start one of your most important activities as a Westgate hiring leader – interviewing and selecting the best candidate to add to your team.

[Note: the hiring timeline graphic from the Interview Preparation Guide will be incorporated at the beginning of each section.]

For roles requiring you to interview and hire many candidates, group interviews give you the option of seeing many prospective hires at one time. The Group Interviewing Guide for hourly team members begins on page 13.

BEFORE THE INTERVIEW

Before Meeting the Candidate

15 minutes before the interview, it is important to remove yourself from business operations to make last minute preparations. If you haven't already, make sure you have a copy of the candidate's resume and a blank copy of this Interview Guide. If you will not have access to a computer during the interview, print a copy of each.

Review the Job Requisition – A quick review of the top 5 duties, minimum requirements, and competencies for this role will help you identify the experiences and skills they already have that may benefit you and your team.

Review the Candidate's Resume - Before you begin the interview, review the candidate's resume. Take note of where they worked and what they did. Do they have transferable skills from their current or former jobs?

For instance, if he worked as a salesperson at a store in the mall, he may have experience providing good customer service, working with a sense of urgency, and be familiar with using computers – all skills used by a front desk agent.

Does the candidate have an unusual role or unique employer listed on their resume? These are often good topics to ask the candidate about as you ease into the interview questions.

Review and Select Interview Questions - Next, review the competency-based questions in this guide prior to the interview. If this is the FIRST candidate you are interviewing for this job opening, you should select 2 or 3 questions from each competency area to ask the candidate. Place a check mark beside each question you plan to ask so that you can locate them easily during the interview.

Choose a variety of questions with the goal of finding out the most relevant skills and experiences this candidate has related to the role. Avoid using similar sounding questions, as this limits the amount of information you will obtain from candidates.

Important: You must ask each candidate you interview the same competency-based questions. For candidates after the first one, open their interview guides and place a check beside each question the first candidate answered. Asking the same questions gets you the same information from every one, making candidate ranking easier after you have completed the interviews.

Prepare the Interview Space- If you are interviewing in-person, this location should be inviting and free from distractions, to allow you to focus on the candidate. Have two pens available for taking notes and water (or other beverages) on hand to offer the candidate. Let your team know you'll be busy for the next hour and identify who can help them with any questions while you're in the interview.

For Zoom interviews, confirm that your computer is working and connects to the internet, then complete the microphone and webcam tests. Close your email and any messaging apps you use, to avoid distractions that will prevent you from focusing on the candidate during the interview.

Prepare Yourself – Since candidates typically complete their pre-screening meeting with the TA recruiter over the phone, or in a web meeting, you may be the first representative of Westgate he or she meets in-person. Your goal is to be friendly, welcoming, and considerate. This communicates to the candidate that you are committed to finding the right fit for this position.

Once you have completed these preparations, wait at the designated meeting area. Being present when they arrive reinforces that you are looking forward to meeting them and value their time.

THE INTERVIEW

Greeting the Candidate – When you meet the candidate smile and introduce yourself. Thank them for taking time out of their day to meet with you. As you take the candidate to your interview location, share details about your role, and how long you've been with Westgate.

Be friendly, positive, and upbeat while you engage in some small talk. The candidate may be nervous and quiet, but your outgoing demeanor helps them to relax. This part of the interview should take about 5 minutes.

Set Expectations – Inform the candidate this interview will take between 45 minutes to an hour. Outline the job responsibilities and expectations, whether the position is full or part time, the required schedule for the

role, and provide an overview of a few of the benefits Westgate offers.

State that you will start off with general questions about their background and experience. Next, you will ask questions they should answer using previous work experiences. Reassure the candidate there are no right or wrong answers for these questions. They should answer each of these questions by describing a situation, identifying the task they needed to perform, detailing the specific actions they took, then sharing the result of their efforts. Tell him/her that you will take some notes while they are answering questions and may ask them follow up questions to ensure you understand their answer.

After your questions, they will have the opportunity to ask you questions at the end of the interview.

Taking Notes

During the interview, write down significant pieces of information that will help you remember what the candidate said. By taking brief notes, you tell the candidate their responses are important. These may even be used to guide the path of the interview.

Notes should detail behaviors and actions the candidate described, or statements the candidate made that directly relate to their ability or inability to perform the role. Notes must not contain information that may be interpreted as discriminatory.

For example, notes about the candidate's age, their physical appearance, or accent do not help you to assess the candidate's ability to do the job, and as such, these should not be written.

Scoring the Candidate's Responses

After you ask each behavioral-based question, rate the candidate's answer to the question on a scale of 1 to 5.

General Interview Questions

Start the interview with three general questions to break the ice and establish the flow of the interview. You may find it helpful to select an item from the candidate's resume that may be related to the role, then ask a question about that item first.

Example - Sarah, I see that you've worked as a secret shopper for the past 14 years. That sounds very interesting. How did you get into that field?

You will not rate these general interview questions, but notes should be taken. This section of the interview should take no more than 5 minutes.

GENERAL INTERVIEW QUESTIONS

Select **three** questions to ask the candidate. These questions should help you to gain some foundational information about the candidate, as well as establish an interviewing pattern with each other. No ratings are needed for these questions, but brief notes that help you recall information during the selection process are important. (5 minutes)

| | |
|--------|---|
| | Ask the candidate about a previous role, skill, or experience listed on his/her resume. |
| Notes: | |
| | What attracted you to our company/this role? |
| Notes: | |
| | What skills do you think are necessary to perform this role? |
| Notes: | |
| | What special training have you completed that qualifies you for this role? |
| Notes: | |
| | What motivates you to come to work every day? |
| Notes: | |
| | How would you describe your working style? |
| Notes: | |
| | Tell me about your current (or most recent job). What made you decide to choose it? |
| Notes: | |

| | |
|--------|--|
| | What do you do for fun? |
| Notes: | |
| | What's the last thing you read, saw, or listened to that you wanted to tell someone about? |
| Notes: | |

Rating Scale

| | |
|-------------------------|---|
| 5 - Exceptional | The candidate answered the question thoroughly; provided specific examples showing proficiency and competency in performing needed skill independently and has guided others in performing skill. |
| 4 - Outstanding | Answer lacked some information; gave enough detail to indicate they have regularly, independently performed skill in the past with success. |
| 3 - Competent | Answer provided details and examples indicating basic experience in performing skill, but probing was needed to obtain a complete answer. |
| 2 - Unclear | Answer is incomplete or provided minimal details. Does not clearly demonstrate experience or proficiency; states they haven't performed task without assistance; or required multiple probing questions to fully answer question. |
| 1 - Questionable | Failed to answer question; does not demonstrate knowledge of skill; or the answer did not relate to the question being asked, even with probing questions. |

JOB KNOWLEDGE

These questions assess the candidate’s understanding of their job processes and procedures. In addition, answers indicate how they integrate knowledge to efficiently accomplish the requirements of their job and determine how well they use resources (including supervisors) to gain additional knowledge of their role.

Select **2 or 3** questions to ask the candidate. Remind the candidate their answer should provide the situation, task, action, and result. Rate their answer on the 5-point scale provided on page 5 and jot down brief notes that will help you later when assessing all candidates. (5 minutes)

| Question | | Rating | | | | |
|-------------------|--|--------|---|---|---|---|
| | Tell me about a work achievement you’re proud of. | 1 | 2 | 3 | 4 | 5 |
| | Tell me about your greatest achievement outside of work. | 1 | 2 | 3 | 4 | 5 |
| | Tell me about a time when you had to adapt to big changes at work. | 1 | 2 | 3 | 4 | 5 |
| | Describe a situation where you had to improve the way you did something at work. | 1 | 2 | 3 | 4 | 5 |
| | Are you working on a professional development goal right now? If so, what is it? | 1 | 2 | 3 | 4 | 5 |
| | What strengths would you bring to this position? | 1 | 2 | 3 | 4 | 5 |
| | What is something you can offer us in this position that someone else may not? | 1 | 2 | 3 | 4 | 5 |
| | Tell me about a problem you solved in a creative way. | 1 | 2 | 3 | 4 | 5 |
| | Describe a time when you were recognized for excellence at work. | 1 | 2 | 3 | 4 | 5 |
| | Tell me about a time when you caught an error that others had missed. | 1 | 2 | 3 | 4 | 5 |
| | Tell me about a difficult work challenge you’ve had. | 1 | 2 | 3 | 4 | 5 |
| Question 1 Notes: | | | | | | |
| Question 2 Notes: | | | | | | |
| Question 3 Notes: | | | | | | |

Core Values Questions (Hourly)

Success in this role requires living our core values: Passion, Integrity, and Work Ethic. These values guide us daily, and we seek individuals who share them. Please ask one question under each core value and ask follow-up or probing questions to assess the candidate's alignment with each value.

| Passion: | Rating | | | | |
|---|---------------|---|---|---|---|
| Tell me about a time where you had to motivate yourself or your team during a challenging shift? | 1 | 2 | 3 | 4 | 5 |
| Describe your work style and can you give me an example of a situation that demonstrates this? | 1 | 2 | 3 | 4 | 5 |
| Tell me about a time where you went above and beyond for a guest or a customer? | 1 | 2 | 3 | 4 | 5 |
| Can you share a time when you were really excited about something you were doing at work? How did you go above and beyond to get it done? | 1 | 2 | 3 | 4 | 5 |
| Tell me about a time when you enjoyed your work. How did that make a difference in how well you did your job? | 1 | 2 | 3 | 4 | 5 |
| Can you share an experience where you felt excited to come to work? How did that energy help you do your job better? | 1 | 2 | 3 | 4 | 5 |
| Integrity: | | | | | |
| Tell me about a time when you were not able to meet a deadline for an assignment. What was the situations and what did you do? | 1 | 2 | 3 | 4 | 5 |
| Tell me about a time when your team was struggling, and you were asked to come in on your day off. How did you handle it? | 1 | 2 | 3 | 4 | 5 |
| Tell me about a time when you had to make a hard decision at work. How did you make sure you did the right thing, even if it was difficult? | 1 | 2 | 3 | 4 | 5 |
| Tell me about a time when you had to make a hard decision at work. How did you make sure you did the right thing, even if it was tough? | 1 | 2 | 3 | 4 | 5 |
| Have you ever made a choice at work that wasn't popular but felt right? How did you handle it? | 1 | 2 | 3 | 4 | 5 |
| Tell me about a time when you had to be honest with a guest or coworker, even though it was difficult. What did you do in that situation? | 1 | 2 | 3 | 4 | 5 |

| Work Ethic | Rating | | | | |
|--|--------|---|---|---|---|
| Tell me about a time when you saw a team member not doing their job correctly. How did you approach the situation and what was the outcome? | 1 | 2 | 3 | 4 | 5 |
| Describe a time when you had to deal with a team member that was being dishonest in the workplace? How did you handle it? | 1 | 2 | 3 | 4 | 5 |
| Can you think of a time when you worked extra hard to finish a task or help a guest? What kept you motivated to do your best? | 1 | 2 | 3 | 4 | 5 |
| Tell me about a time when you had to juggle a few different tasks at once. How did you stay on track and get everything done? | 1 | 2 | 3 | 4 | 5 |
| Can you share a time when you faced a tough situation at work? How did you make sure to do your best? | 1 | 2 | 3 | 4 | 5 |
| Optional: Combined (Passion, Integrity, Work Ethic) | | | | | |
| In hospitality, things can get busy. Can you tell me about a time when you had to provide great service, follow the rules, and work hard to help a guest and the business? | 1 | 2 | 3 | 4 | 5 |
| Sometimes, we need to stay excited, make good decisions, and work hard all at once. Can you share a time when you had to do all three? | 1 | 2 | 3 | 4 | 5 |
| In your job, it's important to enjoy what you do, be honest, and work hard. Can you tell me about a time when you had to use all three to get a good result? | 1 | 2 | 3 | 4 | 5 |
| Notes: | | | | | |

Core Competency Questions (Hourly)

Most of the interview time will be spent asking behavioral-based questions related to six of the core competencies of hourly roles

1. Job knowledge
2. Teamwork
3. Quality of work
4. Customer service
5. Reliability & responsibility
6. Communication

Select and ask two to three questions for each of these competencies (listed on the next pages). When the answer is unclear or the candidate doesn't provide enough information for you to rate their answer, ask one (or more) of the probing questions provided.

Listen to the candidate's answer and make very brief notes. Rate their answer on the 5-point scale provided on page 5 and write down brief notes that will help you later when assessing all candidates.

This section of the interview should take 30 to 35 minutes.

Reminder - All questions provided in this guide comply with the Equal Employment Opportunity Commission's (EEOC) regulations to ensure that prospective team members are not discriminated against due to their race, color, religion, sex, sexual orientation, national origin, age, disability, or genetic information.

Note – If you are conducting a group interview, please use the Group Interviewing Guide, which can be found later in this document.

Probing follow-up questions to use if you do not have enough information to assess the candidate:

"Tell me more about that."

"What was the situation?"

"Can you tell me more about that?"

"What led to your decision to do that?"

"What kind of feedback did you get?"

"Give me more detail about what you did, please."

"What did your supervisor think of this?"

"How would you do things differently now?"

"What else can you remember about that situation?"

"Compare this to what others have done."

"Is this typical for you?"

"What did you learn?"

"I'd like to hear more."

"How did others see it?"

"What led you to..."

"What exactly did you say?"

"How did that turn out?"

"What was the outcome?"

"What eventually happened?"

"How did that make you feel?"

TEAMWORK

These questions assess the candidate's competency in collaborating and maintaining cooperative work relationships with others. The successful candidate completes individual tasks for group projects in a timely manner and directly contributes to reaching the group goal. He or she demonstrates a positive "can do" attitude.

| Question | | Rating | | | | |
|----------|---|--------|---|---|---|---|
| | Give an example of how you've worked on a team. | 1 | 2 | 3 | 4 | 5 |
| | Tell me about your ideal work environment. | 1 | 2 | 3 | 4 | 5 |
| | Tell me how you interact with your current or former coworkers. | 1 | 2 | 3 | 4 | 5 |
| | What do you do when co-workers oppose or disagree with your ideas? | 1 | 2 | 3 | 4 | 5 |
| | You're working on a key project and can't finish it because you're waiting on a colleague's work. What do you do? | 1 | 2 | 3 | 4 | 5 |
| | Share an example of how you were able to motivate employees or co-workers. | 1 | 2 | 3 | 4 | 5 |
| | Tell me about a time you worked closely with a colleague who is very different from you. | 1 | 2 | 3 | 4 | 5 |
| | Have you ever had to delegate work to others? If so, do you prefer to be involved in every task? | 1 | 2 | 3 | 4 | 5 |
| | What do you do if you disagree with someone at work? | 1 | 2 | 3 | 4 | 5 |
| | Tell me about a time when you embraced a change being made and when you didn't agree with a change. | 1 | 2 | 3 | 4 | 5 |

Question 1 Notes:

Question 2 Notes:

Question 3 Notes:

QUALITY OF WORK

These questions assess the candidate's motivation to work on the right tasks, finish what they start, and assume personal responsibility for their work.

| Question | | Rating | | | | |
|-------------------|--|--------|---|---|---|---|
| | Tell me about a time you went above and beyond what was required at work. | 1 | 2 | 3 | 4 | 5 |
| | Have you ever missed a work deadline? What happened? What did you do? | 1 | 2 | 3 | 4 | 5 |
| | Tell me about a time when you worked on multiple projects. How did you prioritize them? | 1 | 2 | 3 | 4 | 5 |
| | Give me an example of a goal you reached and tell me how you achieved it. | 1 | 2 | 3 | 4 | 5 |
| | Describe a process you created or improved and its impact on your company. | 1 | 2 | 3 | 4 | 5 |
| | Have you ever had a project that changed drastically while in progress? How did you handle it? What was the outcome? | 1 | 2 | 3 | 4 | 5 |
| | Give an example of a goal you didn't meet and how you handled it. | 1 | 2 | 3 | 4 | 5 |
| | Describe a time when you were given additional responsibilities based on your performance. | 1 | 2 | 3 | 4 | 5 |
| | Tell me about a time when you showed integrity and professionalism at work. | 1 | 2 | 3 | 4 | 5 |
| | Tell me about a time when you completed a project with very limited resources. | 1 | 2 | 3 | 4 | 5 |
| Question 1 Notes: | | | | | | |
| Question 2 Notes: | | | | | | |
| Question 3 Notes: | | | | | | |

CUSTOMER SERVICE (INTERNAL AND EXTERNAL)

These questions assess how competent the candidate is at anticipating and/or responding to owners' and guests' needs before they become problems; going the extra step to assist owners, guests, and fellow team members; and demonstrates a helpful, professional, and courteous attitude with owners, guests, coworkers, and management.

| Question | Rating | | | | |
|---|--------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| What does customer service mean to you? Why is it important? | | | | | |
| Describe a time when you worked with a difficult customer. | | | | | |
| Have you ever had to defend a customer's point of view? What did you do? | | | | | |
| Which is more important, fast service or friendly service? Tell me your reason. | | | | | |
| Has a customer complained about you? If so, what happened? | | | | | |
| Tell me how you delivered a negative message to a customer. How did you do it? | | | | | |
| Tell me about a time when you delighted a customer, either internal or external. | | | | | |
| Tell me about a time when you effectively used your people skills to resolve a customer problem. | | | | | |
| What's the best customer service you have ever witnessed? | | | | | |
| How do you prioritize customer requests when they're all demanding you take care of their needs first? | | | | | |
| What would you do if you worked hard to solve a problem, and your solution was criticized by your team? | | | | | |
| Question 1 Notes: | | | | | |
| Question 2 Notes: | | | | | |
| Question 3 Notes: | | | | | |

RELIABILITY AND RESPONSIBILITY

These questions assess the candidate's ability to complete their responsibilities with minimal direct supervision; they demonstrate that they follow through with assigned jobs and tasks until completion, and the effort they put forth to achieve goals and objectives under a variety of circumstances.

| Question | | Rating | | | | |
|-------------------|--|--------|---|---|---|---|
| | Describe how you've completed projects and still maintained high quality. | 1 | 2 | 3 | 4 | 5 |
| | Give me an example of a time when you took on additional responsibility knowing your plate was already full. What was the outcome? | 1 | 2 | 3 | 4 | 5 |
| | Have you ever been in a situation where you didn't have enough work? | 1 | 2 | 3 | 4 | 5 |
| | Tell me about an achievement you are proud of. | 1 | 2 | 3 | 4 | 5 |
| | Have you ever had trouble meeting your work schedule requirements? | 1 | 2 | 3 | 4 | 5 |
| | You realize that an early mistake in a project is going to put you behind the deadline. What do you do? | 1 | 2 | 3 | 4 | 5 |
| | Give me an example of how you make best use of your time. | 1 | 2 | 3 | 4 | 5 |
| | Tell me about a personal or professional obstacle you have overcome. | 1 | 2 | 3 | 4 | 5 |
| | Tell me about a major setback you've had. How did you work around it? | 1 | 2 | 3 | 4 | 5 |
| | What do you do when your schedule is interrupted? How do you handle it? | 1 | 2 | 3 | 4 | 5 |
| | Describe a time when you did not meet a deadline and what the outcome was. | 1 | 2 | 3 | 4 | 5 |
| Question 1 Notes: | | | | | | |
| Question 2 Notes: | | | | | | |
| Question 3 Notes: | | | | | | |

COMMUNICATION

These questions assess how competent the candidate is at making relationships work, listening effectively, and developing rapport with others. They demonstrate the ability to articulate their thoughts and ideas clearly, present information in a straightforward and logical way, and they ensure they are understood.

| Question | | Rating | | | | |
|-------------------|---|--------|---|---|---|---|
| | Talk about a time when you've had to sell an idea to your colleagues. | 1 | 2 | 3 | 4 | 5 |
| | What is your preferred method of communication? | 1 | 2 | 3 | 4 | 5 |
| | Tell me how you respond to feedback from your boss or from your colleagues. | 1 | 2 | 3 | 4 | 5 |
| | What is the most useful criticism you've ever received? | 1 | 2 | 3 | 4 | 5 |
| | Tell me about a time when you used your sense of humor to diffuse a situation. | 1 | 2 | 3 | 4 | 5 |
| | How would your coworkers describe you? | 1 | 2 | 3 | 4 | 5 |
| | How do you handle a colleague you're unable to form a positive relationship with? | 1 | 2 | 3 | 4 | 5 |
| | What would you do if you disagreed with the way a manager wanted you to handle a problem? | 1 | 2 | 3 | 4 | 5 |
| | Tell me about a time when you helped to resolve a conflict between your co-workers. | 1 | 2 | 3 | 4 | 5 |
| | How do you deal with a bad day? | 1 | 2 | 3 | 4 | 5 |
| | Tell me about the most demanding boss you've worked for and how you handled them. | 1 | 2 | 3 | 4 | 5 |
| Question 1 Notes: | | | | | | |
| Question 2 Notes: | | | | | | |
| Question 3 Notes: | | | | | | |

CANDIDATE QUESTIONS

Now that you have completed asking the candidate questions, invite him or her to ask you any questions they have. Use the notes section below to record questions that you will need to follow up with the candidate on or those that indicate this candidate's fit for the position beyond what has already been asked.

Notes:

Concluding the Interview

When you have answered any questions the candidate has, thank the candidate for meeting with you. Let them know the approximate timeline you anticipate completing the interviews in, such as 'we have several more candidates to meet early next week, then we will make a decision.' Let them know they will be hearing from you, or the TA recruiter, with a decision - whether it is yes or no. Encourage them to contact you or the recruiter with any questions.

If you have interviewed them on-site, escort the candidate back to your meeting place and wish them a good day/evening.

Complete the Interview Guide

Return to your interview location and finish writing your notes and rating the candidate's answers **before** you return to your duties or interview another candidate. This ensures you have complete information you can use to rank this candidate among all those you are interviewing.

For each candidate, transfer the ratings and overall comments from this guide into the Candidate Rating and Consensus Guide Form (Page 17-18). Return this form to your TA recruiter within 24 hours and give a brief impression of how the interview went. If you do not want to move forward with this candidate, share this information, along with your reasons for not proceeding. This allows the recruiter to communicate with the candidate in a timely fashion.

CANDIDATE RATING AND CONSENSUS GUIDE

INSTRUCTIONS: Complete this rating guide after you've interviewed the candidate and evaluated their interview data. Refer to the scale below for a detailed description of each rating level. Return this form to your talent acquisition recruiter within 24 hours of the interview.

| | | |
|----------------------------------|----------------|-----------------|
| Candidate Name: | | Position |
| Interviewer: | | Date: |
| Core Value | Rating* | Comments |
| Passion | | |
| Integrity | | |
| Work Ethic | | |
| Competencies | Rating* | Comments |
| Job Knowledge | | |
| Teamwork | | |
| Quality of Work | | |
| Customer Service | | |
| Reliability & Responsibility | | |
| Communication | | |
| Role Specific (If Applicable) | | |

| *Rating | Definition |
|---------|--|
| 1 | No evidence of desired characteristic; could not provide specific examples |
| 2 | Limited evidence of characteristic; could only provide one example |
| 3 | Some evidence of characteristic; provides several examples; may not all be recent behavior |
| 4 | Strong evidence of characteristic; provides several rich examples; recent behavior |
| 5 | Very strong evidence of characteristic; provides 3 or more rich specific examples; recent behavior |

Additional Notes:

Final Recommendation (Circle): **Hire** **Pass** **Potential candidate for another position**

Group Interviewing Guide

GROUP INTERVIEWING

For roles requiring you to interview and hire many candidates, group interviews allow you to interview and assess many prospective hires at one time. An added benefit of interviewing multiple candidates is that you will see how an interviewee acts when there are others around. They may be talkative in a one-on-one situation, but quiet in a group. Others may seem subdued when alone but become energetic when part of a group. Many candidates thrive in the group interview dynamic and enjoy them when they are well-organized and quick-paced.

Allocate 90 minutes to conduct a thorough group interview, to ensure each candidate has time to answer each of the questions.

To gain the most out of a group interview, it is important to have multiple interviewers. Two or three interviewers for up to 6 candidates allows you to take turns asking questions, take notes, and observe the behaviors and interactions of each candidate.

When conducting a group interview:

1. The hiring leaders should select the questions they will ask ahead of time. Confirm that no questions are duplicated. Identify who will ask the first question and assign that hiring leader's questions with a 1 in the box next to the question. Write a 2 in the box next to each question the second hiring leader will ask.

It is helpful to enter each candidate's name in the notes section before the interview. Enter names in the same order throughout the Interview Guide for ease of reviewing the information after the interview.

2. Conduct group interviews in a conference room, break room, classroom, or other unoccupied room that has enough room for 8 to 10 people without crowding.

3. Each candidate must be given a nametag to wear during the interview to make it easier to record information about them accurately.

4. While one hiring leader asks a question, another will take notes in the Group Interviewing Guide. If there is a third hiring leader, they should observe interactions and group dynamic and take notes in their Group Interviewing Guide.

5. Follow the same procedures as an individual interview but stick to two questions per core competency to keep the interview short. You will gather enough information about the candidates through other means that will make up for asking fewer questions.
6. At the conclusion of the group interview, each hiring leader should complete their notes and rate the candidates before discussing their impressions.
7. Move forward on candidates you wish to hire once you've had consensus among the hiring leaders present.

Rating Scale for Core Competency Questions

| | |
|-------------------------|---|
| 5 - Exceptional | The candidate answered the question thoroughly; provided specific examples showing proficiency and competency in performing needed skill independently and has guided others in performing skill. |
| 4 - Outstanding | Answer lacked some information; gave enough detail to indicate they have regularly, independently performed skill in the past with success. |
| 3 - Competent | Answer provided details and examples indicating basic experience in performing skill, but probing was needed to obtain a complete answer. |
| 2 - Unclear | Answer is incomplete or provided minimal details. Does not clearly demonstrate experience or proficiency; states they haven't performed task without assistance; or required multiple probing questions to fully answer question. |
| 1 - Questionable | Failed to answer question; does not demonstrate knowledge of skill; or the answer did not relate to the question being asked, even with probing questions. |

Group Interviewing Guide

GENERAL INTERVIEW QUESTIONS

Select two questions to ask candidates. These questions should help you to gain some foundational information about each candidate, as well as establish the interviewing pattern for the group. No ratings are needed for these questions, but brief notes that help you recall information during the selection process are important. (15 minutes)

| |
|--|
| What attracted you to our company/this role? |
| What skills do you think are necessary to perform this role? |
| What special training have you completed that qualifies you for this role? |
| What motivates you to come into work every day? |
| How would you describe your working style? |
| Tell me about your current (or most recent job). What made you decide to choose it? |
| What do you do for fun? |
| What's the last thing you read, saw, or listened to that you wanted to tell someone about? |

| Candidate | Question 1 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |

| Candidate | Question 2 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |

Group Interviewing Guide

JOB KNOWLEDGE

These questions assess a candidate's understanding of their job processes and procedures. In addition, answers indicate how they integrate knowledge to efficiently accomplish the requirements of their job and determine how well they use resources (including supervisors) to gain additional knowledge of their role.

Two hiring leaders should select **ONE** question to ask candidates. Mark the first hiring leader's question with a 1 and the second hiring leader's question with a 2 in the box next to their selected questions. If there is a third hiring leader present, he or she should take notes.

When asking the question, remind the candidates their answer should provide the situation, task, action, and result. When needed, provide further instruction, and facilitate the conversation. Ask if a candidate wants to volunteer to answer first.

Often, once the first candidate answers the question, other candidates are more willing to give their answer, as they see how the response should be framed.

The hiring leader who is not asking the question should take brief notes about each response. If it is possible to do this during the interview, rate their answer on the 5-point scale provided on page 15 and jot down brief notes that will help you later when assessing all candidates. (10 minutes)

| Question | |
|----------|--|
| | What is a work achievement you're proud of? |
| | Share your greatest achievement outside of work. |
| | What did you do when you had to adapt to big changes at work? |
| | Have you had a situation where you had to improve the way you did something at work? |
| | Are you working on a professional development goal right now? If so, what is it? |
| | What strengths would you bring to this position? |
| | What is something you can offer us in this position that someone else may not? |
| | What was a problem you had at work that you solved in a creative way? |
| | Have you been recognized for excellence at work? What happened? |
| | Have you ever caught an error at work that others had missed? What happened? |
| | What is a difficult work challenge you've had? How did you deal with it? |

Job Knowledge

| Candidate | Question 1 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
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| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |

| Candidate | Question 2 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
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| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |

Group Interviewing Guide

TEAMWORK

These questions assess the candidate's competency in collaborating and maintaining cooperative work relationships with others. The successful candidate completes individual tasks for group projects in a timely manner and directly contributes to reaching the group goal. He or she demonstrates a positive "can do" attitude.

Two hiring leaders each select **ONE** question to ask candidates. Mark the first hiring leader's question with a 1 and the second hiring leader's question with a 2 in the box next to their selected questions. If there is a third hiring leader present, he or she should take notes. The leader who took notes for the previous question now asks a question and a leader who asked a question should now take notes.

When asking the question, remind the candidates their answer should provide the situation, task, action, and result. When needed, provide further instruction, and facilitate the conversation. Ask if a candidate wants to volunteer to answer first.

Often, once the first candidate answers the question, other candidates are more willing to give their answer, as they see how the response should be framed.

The hiring leader who is not asking the question should take brief notes about each response. If it is possible to do this during the interview, rate their answer on the 5-point scale provided on page 15 and jot down brief notes that will help you later when assessing all candidates. (10 minutes)

| Question | |
|----------|---|
| | Give an example of how you've worked on a team. |
| | What does your ideal work environment look like? |
| | How you interact with your current or former coworkers? |
| | What do you do when co-workers oppose or disagree with your ideas? |
| | You're working on a key project and can't finish it because you're waiting on a colleague's work. What do you do? |
| | Share an example of how you were able to motivate employees or co-workers. |
| | What do you do when you have to work closely with a colleague who is very different from you? |
| | Have you ever had to delegate work to others? If so, do you prefer to be involved in every task? |
| | What do you do if you disagree with someone at work? |
| | What is your experience in embracing a change being made? What about when you didn't agree with a change? |

Teamwork

| Candidate | Question 1 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
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| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |

| Candidate | Question 2 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
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| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |

Group Interviewing Guide

QUALITY OF WORK

These questions assess the candidate’s motivation to work on the right tasks, finish what they start, and assume personal responsibility for their work.

Two hiring leaders each select **ONE** question to ask candidates. Mark the first hiring leader’s question with a 1 and the second hiring leader’s question with a 2 in the box next to their selected questions. If there is a third hiring leader present, he or she should take notes. The leader who took notes for the previous question now asks a question and a leader who asked a question should now take notes.

When asking the question, remind the candidates their answer should provide the situation, task, action, and result. When needed, provide further instruction, and facilitate the conversation. Ask if a candidate wants to volunteer to answer first.

Often, once the first candidate answers the question, other candidates are more willing to give their answer, as they see how the response should be framed.

The hiring leader who is not asking the question should take brief notes about each response. If it is possible to do this during the interview, rate their answer on the 5-point scale provided on page 15 and jot down brief notes that will help you later when assessing all candidates. (10 minutes)

| Question |
|--|
| Share an example of a time you went above and beyond what was required at work. |
| Have you ever missed a work deadline? What happened? What did you do? |
| What is your experience in working on multiple projects at the same time? How did you prioritize them? |
| Give me an example of a goal you reached and tell me how you achieved it. |
| Describe a process you created or improved and its impact on your company. |
| Have you ever had a project that changed drastically while in progress? How did you handle it? What was the outcome? |
| Have you had an experience of not meeting a goal? How did you handle? |
| Describe a time when you were given additional responsibilities based on your performance. |
| What can you tell me about a time where you showed integrity and professionalism at work? |
| How have you completed a project when you are provided very limited resources? |

Quality of Work

| Candidate | Question 1 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
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| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |

| Candidate | Question 2 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |
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| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |

Group Interviewing Guide

CUSTOMER SERVICE (INTERNAL AND EXTERNAL)

These questions assess how competent the candidate is at anticipating and/or responding to owners' and guests' needs before they become problems; going the extra step to assist owners, guests, and fellow team members; and demonstrates a helpful, professional, and courteous attitude with owners, guests, coworkers, and management.

Two hiring leaders each select **ONE** question to ask candidates. Mark the first hiring leader's question with a 1 and the second hiring leader's question with a 2 in the box next to their selected questions. If there is a third hiring leader present, he or she should take notes. The leader who took notes for the previous question now asks a question and a leader who asked a question should now take notes.

When asking the question, remind the candidates their answer should provide the situation, task, action, and result. When needed, provide further instruction, and facilitate the conversation. Ask if a candidate wants to volunteer to answer first.

Often, once the first candidate answers the question, other candidates are more willing to give their answer, as they see how the response should be framed.

The hiring leader who is not asking the question should take brief notes about each response. If it is possible to do this during the interview, rate their answer on the 5-point scale provided on page 15 and jot down brief notes that will help you later when assessing all candidates. (*10 minutes*)

| Question | |
|----------|---|
| | What does customer service mean to you? Why is it important? |
| | What have you done when you had to work with a difficult customer? |
| | Have you ever had to defend a customer's point of view? What did you do? |
| | Which is more important, fast service or friendly service? Tell me your reason. |
| | Has a customer complained about you? If so, what happened? |
| | How have you delivered a negative message to a customer? How did you do it? |
| | Have you ever delighted a customer, either internal or external? What did you do? |
| | How have you effectively used your people skills to resolve a customer problem? |
| | What's the best customer service you have ever witnessed? |
| | How do you prioritize customer requests when they're all demanding you take care of their needs first? |
| | What would you do if you worked hard to solve a problem, and your solution was criticized by your team? |

Customer Service (Internal and External)

| Candidate | Question 1 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
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| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |

| Candidate | Question 2 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
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*Group Interviewing Guide***RELIABILITY AND RESPONSIBILITY**

These questions assess the candidate's ability to complete their responsibilities with minimal direct supervision; they demonstrate that they follow through with assigned jobs and tasks until completion, and the effort they put forth to achieve goals and objectives under a variety of circumstances.

Two hiring leaders each select **ONE** question to ask candidates. Mark the first hiring leader's question with a 1 and the second hiring leader's question with a 2 in the box next to their selected questions. If there is a third hiring leader present, he or she should take notes. The leader who took notes for the previous question now asks a question and a leader who asked a question should now take notes.

When asking the question, remind the candidates their answer should provide the situation, task, action, and result. When needed, provide further instruction, and facilitate the conversation. Ask if a candidate wants to volunteer to answer first.

Often, once the first candidate answers the question, other candidates are more willing to give their answer, as they see how the response should be framed.

The hiring leader who is not asking the question should take brief notes about each response. If it is possible to do this during the interview, rate their answer on the 5-point scale provided on page 15 and jot down brief notes that will help you later when assessing all candidates. (10 minutes)

| Question |
|--|
| How do you complete multiple projects at the same time while still maintaining high quality? |
| Give me an example of a time when you took on additional responsibility knowing your plate was already full. What was the outcome? |
| Have you ever been in a situation where you didn't have enough work? |
| What is an achievement you are proud of? |
| Have you ever had trouble meeting your work schedule requirements? |
| You realize that an early mistake in a project is going to put you behind the deadline. What do you do? |
| Give me an example of how you make best use of your time. |
| What is a personal or professional obstacle you have overcome? |
| What is a major setback you've had? How did you work around it? |
| What do you do when your schedule is interrupted? How do you handle it? |
| Describe a time when you did not meet a deadline and what the outcome was. |

Reliability and Responsibility

| Candidate | Question 1 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
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| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |

| Candidate | Question 2 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
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*Group Interviewing Guide***COMMUNICATION**

These questions assess how competent the candidate is at making relationships work, listening effectively, and developing rapport with others. They demonstrate the ability to articulate their thoughts and ideas clearly, present information in a straightforward and logical way, and they ensure they are understood.

Two hiring leaders each select **ONE** question to ask candidates. Mark the first hiring leader's question with a 1 and the second hiring leader's question with a 2 in the box next to their selected questions. If there is a third hiring leader present, he or she should take notes. The leader who took notes for the previous question now asks a question and a leader who asked a question should now take notes.

When asking the question, remind the candidates their answer should provide the situation, task, action, and result. When needed, provide further instruction, and facilitate the conversation. Ask if a candidate wants to volunteer to answer first.

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The hiring leader who is not asking the question should take brief notes about each response. If it is possible to do this during the interview, rate their answer on the 5-point scale provided on page 15 and jot down brief notes that will help you later when assessing all candidates. (10 minutes)

| Question | |
|----------|---|
| | What do you do when you have to sell an idea to your colleagues? |
| | What is your preferred method of communication? |
| | How do you respond to feedback from your boss or from your colleagues? |
| | What is the most useful criticism you've ever received? |
| | How have you used your sense of humor to diffuse a situation? |
| | How would your coworkers describe you? |
| | How do you handle a colleague you're unable to form a positive relationship with? |
| | What would you do if you disagreed with the way a manager wanted you to handle a problem? |
| | How have you helped to resolve a conflict between your co-workers? |
| | How do you deal with a bad day? |
| | Describe the most demanding boss you've worked for. How did you handle working for them? |

Communication

| Candidate | Question 1 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
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| | | 1 | 2 | 3 | 4 | 5 |
| | | 1 | 2 | 3 | 4 | 5 |

| Candidate | Question 2 Notes | Rating | | | | |
|-----------|------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
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| | | 1 | 2 | 3 | 4 | 5 |

GROUP INTERVIEWING GUIDE

CANDIDATES' QUESTIONS

Now that you have completed asking the candidates questions, invite them to ask you any questions they have. Use the notes section below to record questions that you will need to follow up with a candidate on or those that indicate a candidate's fit for the position beyond what has already been asked.

Notes:

Concluding the Interview

When you have answered any questions the candidates have, thank the candidates for participating in this group interview. Let them know the approximate timeline you anticipate completing the interviews in, such as 'we have several more candidates to meet early next week, then we will make a decision.' Let them know they will be hearing from you or the TA recruiter, with a decision - whether it is yes or no. Encourage them to contact you or the recruiter with any questions.

If you have interviewed them on-site, escort the candidates back to your meeting place and wish them a good day/evening.

Complete the Interview Guide

Return to your interview location and finish writing your notes and rating each candidate's answers before you return to your duties or interview other candidates. This ensures you have complete information for ranking these candidates among all those you are interviewing.

For each candidate, transfer the ratings and overall comments from this guide into the Candidate Rating and Consensus Guide Form (Page 17-18). Return this form to your TA recruiter within 24 hours and give a brief impression of how the group interview went. If you do not want to move forward with any of these candidates, share this information, along with your reasons for not proceeding. This allows the recruiter to communicate with the candidates in a timely fashion.