

## INTERVIEW PROBES (ATTACHMENT F)

### WORK EXPERIENCE (GENERAL):

- (2) WHAT FACTORS INFLUENCED YOUR DECISION TO WORK AT A PREVIOUS PLACE OF EMPLOYMENT?
- (3) WHAT AREAS OF YOUR PERFORMANCE WAS YOUR SUPERVISOR MOST COMPLIMENTARY? MOST CRITICAL? WHY?
- (5) HOW MANY EMPLOYEES DID YOU SUPERVISE, IF ANY?
- (6) WHAT WERE YOUR FUNCTIONAL RESPONSIBILITIES AND KEY OBJECTIVES? GENERALLY, HOW WELL DID YOU PERFORM AND ACCOMPLISH THESE?
- (7) OF THE EMPLOYERS FOR WHOM YOU HAVE WORKED, WHICH DID YOU LIKE THE MOST? WHY?
- (8) WHAT JOB DID YOU LAST PERFORM? HOW WOULD YOU DESCRIBE YOUR WORK? WAS IT ROUTINE, EXCITING?
- (9) HOW DID YOU FEEL ABOUT HE WAGES AND BENEFITS AT YOUR PREVIOUS EMPLOYER?
- (11) IF YOU DECIDED TO GO BACK TO YOUR PREVIOUS POSITION, WOULD YOU BE REHIRED?
- (43) WHAT PREVIOUS JOB WAS MOST SATISFYING? MOST FRUSTRATING? WHY?
- (62) WHAT DID YOU DO IN YOUR LAST JOB IN ORDER TO BE EFFECTIVE WITHIN YOUR ORGANIZATION? BE SPECIFIC.  
What experience have you had with cost sharing/match requirements for an award? (Federal and non federal).

Tell us about your experience dealing with accurately gathering and assessing data from programs you've worked on.

Share a little about your experience with programs such as CROP, GEAR UP, Talent Search, Upward bound, 21<sup>st</sup> Century and/or similar programs.

What experience do you have using OMB circulars, Edger and other federal guidelines?

### APPLICANT'S QUALIFICATIONS:

- (31) IF YOU TOOK OUT A FULL-PAGE AD IN THE NEW YORK TIMES AND HAD TO DESCRIBE YOURSELF IN THREE WORDS, WHAT WOULD THOSE BE?
- (49) WE ARE LOOKING FOR AN EMPLOYEE WHO IS (LIST CRITERIA). CONVINCE ME THAT YOU ARE THAT PERSON.
- (50) WHAT ARE THE STRENGTHS OR ASSETS YOU WOULD BRING TO THE COLLEGE? WHAT LIMITATIONS OR WEAKNESSES NEED FURTHER ATTENTION AND DEVELOPMENT?
- (52) WHAT ARE SOME OF THE THINGS YOU HAVE DONE WHICH DEMONSTRATE INITIATIVE AND CREATIVITY?
- (53) WHICH OF YOUR PAST POSITIONS HAS BEST PREPARED YOU FOR THIS JOB? IN WHAT WAYS HAS IT PREPARED YOU? WHY?
- (54) WHAT OVERALL RESOURCES DO/DID YOU HAVE AT YOUR DISPOSAL TO CARRY OUT YOUR JOB RESPONSIBILITIES?
- (71) DO YOU HAVE THE NECESSARY WORK PERMIT? (THIS QUESTION APPLIES TO APPLICANTS UNDER 18.)
- (72) IF APPLICANT IS NOT A U.S. CITIZEN, ARE YOU ABLE TO PROVIDE SUFFICIENT DOCUMENTATION TO SATISFY THE I-9 REQUIREMENT (LEGAL RIGHT TO WORK)? (IT IS NOT NECESSARY TO ASK EACH APPLICANT THIS QUESTION)
- (73) WHAT HOURS ARE YOU AVAILABLE TO WORK? (USUALLY FOR PART-TIME JOBS)
- (74) THE HOURS FOR THIS POSITION ARE 3 PM TO 11 PM. ARE YOU AVAILABLE TO WORK THOSE HOURS?

APPLICANT'S ATTITUDE TOWARD THIS JOB:

- (78) WHAT DO YOU FIND MOST APPEALING ABOUT THIS POSITION? LEAST APPEALING?
- (79) HOW DID YOU DECIDE TO APPLY FOR THIS JOB?
- (81) WHAT ARE THE GREATEST RESERVATIONS YOU HAVE IF THE POSITION IS OFFERED TO YOU?
- (82) PAST EXPERIENCE INDICATES THAT YOU HAVE BEEN SUCCESSFUL IN PREVIOUS POSITIONS. WHAT INDICATES THAT WE COULD EXPECT THE SAME SUCCESS IN THIS ONE?
- (100) HOW LONG DO YOU FEEL YOU WOULD CONTINUE TO BE CHALLENGED IN THIS POSITION? WHY?

- (101) WHAT DO YOU FEEL WE HAVE TO OFFER THAT OTHER JOB OPPORTUNITIES DO NOT?
- (102) WHAT DO YOU KNOW ABOUT TALLAHASSEE COMMUNITY COLLEGE (AND THE SPECIFIC UNIT IN WHICH THE POSITION IS LOCATED) AND WHAT DO WE DO?
- (103) EMPLOYMENT IS A MUTUAL RELATIONSHIP. WHAT MAKES YOU FEEL WE ARE RIGHT FOR YOU?

COPING: ABLE TO MAINTAIN A MATURE PROBLEM-SOLVING ATTITUDE WHILE DEALING WITH INTERPERSONAL CONFLICT, HAZARDOUS CONDITIONS, PERSONAL REJECTION, HOSTILITY OR TIME DEMANDS.

- (1) HOW DO YOU DEAL WITH STRESS? TELL ME ABOUT A TIME WHEN YOU HAD TO COPE WITH STRICT DEADLINES OR TIME DEMANDS.
- (22) GIVE ME AN EXAMPLE OF A TIME AT WORK WHEN YOU HAD TO DEAL WITH UNREASONABLE EXPECTATIONS OF YOU. WHAT PARTS OF YOUR BEHAVIOR WERE MATURE AND IMMATURE?
- (43) WHEN HAVE YOU HAD TO COPE WITH THE ANGER OR HOSTILITY OF ANOTHER PERSON? BE SPECIFIC.
- (64) IT IS NOT UNUSUAL TO BE IN A SETTING AT WORK THAT WILL BE PHYSICALLY DEMANDING OR HAZARDOUS. TELL ME ABOUT A TIME WHEN YOU WERE ABLE TO DO A JOB IN SPITE OF DIFFICULT CONDITIONS.
- (85) SOONER OR LATER WE ALL DEAL WITH INTERPERSONAL CONFLICT OR PERSONAL REJECTION AT WORK. GIVE ME AN EXAMPLE OF A TIME WHEN YOU HAD TO COPE WITH THESE DEMANDS.
- (106) TELL ME ABOUT A HIGH STRESS SITUATION WHEN IT WAS DESIRABLE FOR YOU TO KEEP A POSITIVE ATTITUDE. WHAT HAPPENED?
- (127) DESCRIBE A HIGH PRESSURE SITUATION YOU HAD TO HANDLE AT WORK. TELL ME WHAT HAPPENED, WHO WAS INVOLVED, AND WHAT YOU DID IN TERMS OF PROBLEM SOLVING.
- (148) GIVE ME AN EXAMPLE OF A TIME WHEN ANOTHER PERSON REALLY TRIED YOUR PATIENCE. SPECIFICALLY, TALK ABOUT A TIME WHEN YOU WERE ANGRY OR FRUSTRATED AND FELT LIKE ATTACKING THE OTHER PERSON.
- (16) WHAT SKILLS ARE REQUIRED FOR GETTING ALONG WITH AND WORKING COOPERATIVELY WITH OTHERS?

- (17) WHAT DO YOU EXPECT FROM A SUPERVISOR OR MANAGER?
- (18) DESCRIBE THE QUALITIES OF A GOOD BOOS.
- (19) DESCRIBE THE QUALITIES OF A GOOD EMPLOYEE.
- (20) WHAT DO YOU BELIEVE GOOD MANAGEMENT IS? BAD MANAGEMENT?
- (27) TELL ME ABOUT A SITUATION THAT IRRITATED YOU. HOW DID YOU HANDLE IT?
- (28) DISCUSS A TIME WHEN YOUR INTEGRITY WAS CHALLENGED. HOW DID YOU HANDLE IT?
- (22) HOW DO YOU DECIDE WHEN YOU HAVE EXERTED ENOUGH EFFORT?
- (23) HAVE YOU EVER HAD TO ASK FOR FORGIVENESS FOR DOING SOMETHING WRONG?
- (34) IF I CALL YOUR REFERENCES, WHAT WILL THEY SAY ABOUT YOU?
- (36) DESCRIBE THE APPROPRIATE RELATIONSHIP BETWEEN A SUPERVISOR AND SUBORDINATES.
- (37) WHAT SORT OF RELATIONSHIPS DO YOU HAVE WITH YOUR ASSOCIATES, BOTH AT THE SAME LEVEL AND ABOVE AND BELOW YOU?
- (38) HOW HAVE YOU WORKED AS A MEMBER OF A TEAM IN THE PAST?
- (39) TELL ME ABOUT SOME OF THE GROUPS THAT YOU HAVE HAD TO GET COOPERATION FROM. WHAT DID YOU DO?
- (40) WHAT IS YOUR MANAGEMENT STYLE? HOW DO YOU THINK YOUR SUBORDINATES PERCEIVE(D) YOU?
- (41) AS A MANAGER, HAVE YOU EVER HAD TO FIRE ANYONE? IF SO, WHAT WERE THE CIRCUMSTANCES, AND HOW DID YOU HANDLE IT?
- (42) HAVE YOU EVER BEEN IN A SITUATION IN WHICH A PROJECT WAS RETURNED FOR ERRORS? WHAT EFFECT DID THIS HAVE ON YOU?
- (45) TELL ME ABOUT THE BEST BOSS YOU HAVE EVER HAD. NOW, TELL ME ABOUT THE WORST BOSS. WHAT MADE IT DIFFICULT TO WORK FOR HIM/HER?
- (46) WHAT DO YOU THINK YOU OWE YOUR EMPLOYER? WHAT DOES YOUR EMPLOYER OWE YOU?
- (48) WHAT WOULD YOU DO IF YOUR MISTAKES OR POOR CHOICES CREATED A LOT OF PRESSURE ON COWORKERS AND THEY ALL KNEW YOU CAUSED THE EXTRA WORK?

- (88) WE ALL HAVE DIFFICULTY GETTING ALONG WITH SOME TYPES OF PEOPLE. WHAT ARE THE KINDS OF PEOPLE THAT “RUB YOU THE WRONG WAY?”
- (90) HOW DO YOU REACT TO CRITICISM?
- (93) IN WHAT WAYS WOULD YOU BE BOTH AN EASY AS WELL AS DIFFICULT PERSON TO WORK WITH? WHY?
- (94) AT YOUR PREVIOUS JOB, HOW WERE PROBLEMS OR GRIEVANCES RESOLVED?
- (93) HOW WAS YOUR RELATIONSHIP WITH SUPERVISORS? DID YOU FEEL COMFORTABLE SPEAKING WITH HIM/HER ABOUT PROBLEMS OR CONCERNS?

TOLERANCE OF AMBIGUITY: ABLE TO WITHHOLD ACTIONS OR SPEECH IN THE ABSENCE OF IMPORTANT INFORMATION; DEAL WITH UNRESOLVED SITUATIONS, FREQUENT CHANGE, DELAYS, OR UNEXPECTED EVENTS.

- (2) AN OLD PROVERB SAYS “SILENCE IS GOLDEN.” DESCRIBE A TIME IN YOUR LIFE WHEN YOU WERE PROUD OF YOUR ABILITY TO POSTPONE YOUR COMMENTS UNTIL YOU HAD ALL THE FACTS NECESSARY FOR A GOOD RESPONSE TO A SITUATION.
- (23) GIVE ME AN EXAMPLE OF A TIME WHEN YOU HAD TO DEAL WITH FREQUENT JOB CHANGES OR UNEXPECTED EVENTS ON THE JOB. WHAT DOES THIS SITUATION SAY ABOUT YOUR ABILITY TO WORK IN AN AMBIGUOUS OR UNSTRUCTURED CIRCUMSTANCE?
- (44) WHAT HAS BEEN YOUR EXPERIENCE IN WORKING WITH CONFLICTING, DELAYED, OR AMBIGUOUS INFORMATION? WHAT DID YOU DO TO MAKE THE MOST OF THE SITUATION?
- (65) SOMETIMES IT IS NECESSARY TO WORK IN UNSETTLED OR RAPIDLY CHANGING CIRCUMSTANCES. WHEN HAVE YOU FOUND YOURSELF IN THIS POSITION? TELL ME EXACTLY WHAT YOU DID.
- (86) WHEN HAS IT BEEN NECESSARY FOR YOU TO TOLERATE AN AMBIGUOUS SITUATION AT WORK? GIVE ME THE DETAILS OF THE DURATION AND INTENSITY OF THE CIRCUMSTANCE.

(107) PEOPLE DIFFER IN THEIR PREFERENCE FOR JOBS WHICH HAVE WELL LAID-OUT TASKS AND RESPONSIBILITIES OR ONES IN WHICH WORK CHANGES FREQUENTLY. TELL ME ABOUT A TIME WHEN YOU WERE SUCCESSFUL IN DEALING WITH AN UNSTRUCTURED WORK ENVIRONMENT.

(128) SOONER OR LATER WE ALL FIND OURSELVES IN THE POSITION OF HAVING TO LIVE WITH AN UNRESOLVED SITUATION ON THE JOB. TELL ME ABOUT A TIME WHEN THIS HAPPENED TO YOU.

(149) WHEN HAVE YOU BEEN MOST PROUD OF YOUR ABILITY TO WAIT FOR IMPORTANT INFORMATION BEFORE TAKING ACTION IN SOLVING A PROBLEM? HOW DID THE WAITING AFFECT YOU?

**DECISIVENESS:** ABLE TO MAKE DECISIONS QUICKLY ON AVAILABLE INFORMATION AND TAKE ACTION; MAKE COMMITMENTS AND NOT CHANGE DECISIONS WHEN CHALLENGED; DEAL WITH EMERGENCIES AS NECESSARY.

(3) DESCRIBE A SITUATION IN WHICH YOU HAD TO DRAW A CONCLUSION QUICKLY AND TAKE SPEEDY ACTION.

(24) TELL ME ABOUT A SITUATION IN WHICH YOU FOUND IT IMPORTANT TO TAKE A STAND AND BE DECISIVE ON AN ISSUE OF HEALTH/SAFETY/HUMAN WELFARE.

(45) DESCRIBE A TIME WHEN YOU HAD TO COMMIT TO A PLAN OF ACTION IN AN EMERGENCY. GIVE ME THE DETAILS OF THE SITUATION AND TELL ME HOW LONG IT TOOK YOU TO TAKE ACTION.

(66) DESCRIBE A TIME WHEN YOU WERE UNDER PRESSURE TO MAKE AN IMMEDIATE DECISION (PERHAPS WITHOUT THE AID OF A SUPERVISOR OR A MANAGER). DID YOU TAKE ACTION IMMEDIATELY OR WERE YOU MORE DELIBERATE AND SLOW?

(87) TELL ME ABOUT A SITUATION WHEN YOU HAD TO STAND UP FOR A DECISION YOU MADE EVEN THOUGH IT MADE YOU UNPOPULAR.

(108) DESCRIBE A SITUATION IN WHICH YOU HAD TO TAKE IMMEDIATE ACTION IN A CRISIS INVOLVING HUMAN LIFE OR SEVERE FINANCIAL CONSEQUENCES.

(129) MANY SITUATIONS AT WORK WILL REQUIRE FAST THINKING AND SPEED IN MAKING DECISIONS. GIVE ME AN EXAMPLE OF A SITUATION IN WHICH YOU WERE ESPECIALLY SKILLFUL IN MAKING A DECISION QUICKLY.

(150) MANY TIMES IT IS IMPORTANT TO BE HARD HEADED ABOUT A DECISION YOU ARE MAKING, PARTICULARLY WHEN OTHERS DON'T LIKE IT. GIVE ME AN EXAMPLE OF A TIME WHEN YOU STUCK BY A DECISION EVEN THOUGH IT WAS UNDER ATTACK BY OTHERS.

SPOKEN COMMUNICATIONS: ABLE TO CLEARLY PRESENT INFORMATION THROUGH THE SPOKEN WORK; INFLUENCE OR PERSUADE OTHERS THROUGH ORAL PRESENTATION IN POSITIVE.

(4) WHAT HAS BEEN YOUR EXPERIENCE IN GIVING EXPLANATIONS OR INSTRUCTIONS TO ANOTHER PERSON? FEEL FREE TO TALK ABOUT YOUR EXPERIENCES IN MANAGEMENT, TRAINING, OR COACHING OF OTHERS.

(91) WHAT DOES AN EFFECTIVE COMMUNICATOR DO?

(25) WHAT TYPES OF EXPERIENCES HAVE YOU HAD IN TALKING WITH CUSTOMERS OR CLIENTS? SPECIFICALLY, TELL ME ABOUT A TIME WHEN YOU HAD TO COMMUNICATE UNDER DIFFICULT CIRCUMSTANCES.

(46) TELL ME ABOUT A TIME WHEN YOUR ACTIVE LISTENING SKILLS REALLY PAID OFF FOR YOU—MAYBE A TIME WHEN OTHER PEOPLE MISSED THE KEY IDEA IN WHAT WAS BEING EXPRESSED.

(67) WHAT HAVE BEEN YOUR EXPERIENCES IN MAKING PRESENTATIONS OR SPEECHES TO SMALL OR LARGE GROUPS? WHAT HAS BEEN YOUR MOST SUCCESSFUL EXPERIENCE IN SPEECH MAKING?

(88) TELL ME ABOUT A SPECIFIC EXPERIENCE OF YOURS THAT ILLUSTRATES YOUR ABILITY TO INFLUENCE ANOTHER PERSON VERBALLY. FEEL FREE TO USE AN EXAMPLE THAT INVOLVES CHANGING AN ATTITUDE, SELLING A PRODUCT/IDEA, OR BEING PERSUASIVE.

(109) CAREFUL LISTENING AND EFFECTIVE COMMUNICATIONS GO HAND IN HAND. TELL ME ABOUT A SPECIFIC TIME WHEN YOUR ABILITY TO LISTEN HELPED YOU COMMUNICATE BETTER.

(130) THIS JOB WILL REQUIRE YOU TO SPEND A LARGE AMOUNT OF TIME TALKING TO OTHERS. WHEN HAVE YOU HAD TO WORK IN THIS KIND OF SITUATION AND HOW DID IT AFFECT YOU?

(151) TELL ME ABOUT A TIME WHEN YOUR LANGUAGE AND SPEAKING SKILLS REALLY WORKED FOR YOU ON THE JOB. FEEL FREE TO USE EITHER A SUPERVISORY OR NON-SUPERVISORY EXAMPLE.

(15) TELL US HOW YOU WOULD HANDLE A DIFFICULT VISITOR OR CALLER.

**ASSERTIVENESS:** ABLE TO MATURELY EXPRESS ONE'S FEELINGS AND OPINIONS IN SPITE OF DISAGREEMENT; ACCURATELY COMMUNICATE TO OTHERS REGARDLESS OF THEIR STATUS OR POSITION.

(5) IT IS PRETTY REALISTIC TO SAY THAT NO JOB IS A COMPLETE BED OF ROSES. TELL ME ABOUT A TIME WHEN YOU WERE ABLE TO EXPRESS YOUR OPINIONS MATURELY IN SPITE OF DISAGREEMENTS OR OBJECTIONS.

(76) DO YOU CONSIDER YOURSELF A BETTER MANAGER OR A BETTER LEADER? WHY?

(75) WHAT TECHNIQUES DO YOU USE TO MANAGE OTHERS?

(24) HAVE YOU EVER EXPERIENCED A LOSS FOR DOING WHAT IS RIGHT?

(25) IN WHAT BUSINESS SITUATIONS DO YOU FEEL HONESTY WOULD BE INAPPROPRIATE?

(29) WHAT WOULD YOU DO IF SOMEONE ASKED YOU TO DO SOMETHING UNETHICAL?

(26) GIVE ME AN EXAMPLE OF A TIME WHEN YOU HAD TO BE ASSERTIVE IN GIVING DIRECTIONS TO OTHERS.

(47) TELL ME ABOUT A TIME WHEN YOUR JOB REQUIRED YOU TO SAY, MATURELY, HOW YOU REALLY FELT ABOUT A SITUATION. WHAT DID YOU SAY AND HOW DID YOU SAY IT?

(68) SOME SITUATIONS REQUIRE US TO EXPRESS IDEAS/OPINIONS IN A VERY TACTFUL AND CAREFUL WAY. TELL ME ABOUT A TIME WHEN YOU WERE SUCCESSFUL WITH THIS PARTICULAR SKILL.

(89) SOMETIMES IT IS IMPORTANT TO DISAGREE WITH OTHERS, PARTICULARLY YOUR BOSS, IN ORDER TO KEEP A MISTAKE FROM BEING MADE. TELL ME ABOUT A TIME WHEN YOU WERE WILLING TO DISAGREE WITH ANOTHER PERSON IN ORDER TO BUILD A POSITIVE OUTCOME.

(110) DESCRIBE A TIME WHEN YOU COMMUNICATED SOMETHING UNPLEASANT OR DIFFICULT TO SAY TO YOUR MANAGER. HOW DID YOU ASSERT YOURSELF?



- (131) DESCRIBE A TIME WHEN YOU HAD TO SELL AN IDEA TO YOUR BOSS, SUPERIOR, OR OTHER AUTHORITY FIGURE.
- (152) SOME OF THE BEST BUSINESS IDEAS ARE BORN OUT OF AN INDIVIDUAL'S ABILITY TO CHALLENGE, MATURELY, OTHERS' WAYS OF THINKING. TELL ME ABOUT A TIME WHEN YOU WERE SUCCESSFUL IN CHALLENGING OTHERS' IDEAS. WHAT DOES THIS SAY ABOUT YOUR ABILITY TO BE ASSERTIVE?

**ENERGIZING:** ABLE TO CREATE POSITIVE ENERGY (MOTIVATION) IN BOTH INDIVIDUALS AND GROUPS.

- (23) WHAT DOES "BEING MOTIVATED" MEAN TO YOU?
- (6) GIVE ME AN EXAMPLE OF A TIME WHEN YOUR POSITIVE ATTITUDE CAUSED OTHERS TO BE MOTIVATED OR ENERGIZED. BE SPECIFIC.
- (27) GIVE ME A SPECIFIC EXAMPLE OF SOMETHING YOU DID WHICH HELPED BUILD ENTHUSIASM IN OTHERS.
- (48) TELL ME ABOUT A SPECIFIC TIME WHEN YOUR ABILITY TO REWARD AND ENCOURAGE OTHERS CREATED POSITIVE MOTIVATION.
- (63) WHAT DID YOU DO AT YOUR LAST JOB TO CONTRIBUTE TOWARD A TEAMWORK ENVIRONMENT? BE SPECIFIC.
- (69) TELL ME ABOUT A TIME WHEN YOU SHOWED HIGH ENTHUSIASM AND ENERGY IN ORDER TO CREATE POSITIVE MOTIVATION IN OTHERS. GIVE ME A SPECIFIC EXAMPLE.
- (90) WHAT KINDS OF EXPERIENCES HAVE YOU HAD IN USING PRIZES, CONTESTS OR FINANCIAL REWARDS TO MOTIVATE OTHERS? HOW DO YOU EVALUATE THE SUCCESS OF THESE TECHNIQUES IN GENERAL? HOW SUCCESSFUL WERE YOU IN A SPECIFIC CASE?
- (111) PICK ANY EVENT FROM THE LAST FIVE YEARS OF YOUR LIFE IN WHICH YOU WERE AN EXAMPLE OF HIGH MOTIVATION FOR OTHER PEOPLE TO FOLLOW. BEING SPECIFIC, TELL ME ABOUT THE EVENT.
- (132) TELL ME ABOUT A TIME IN WHICH YOU USED COMPETITION SUCCESSFULLY AS A MEANS OF ENCOURAGING OTHERS TO TRY HARD.
- (153) AT WORK IT IS SOMETIMES DESIRABLE TO USE RECOGNITION TO BUILD MOTIVATION IN OTHERS. DESCRIBE A TIME IN WHICH YOU WERE ABLE TO USE RECOGNITION TO CREATE POSITIVE ENERGY IN ANOTHER PERSON.

**POLICY AND PROCEDURES:** ABLE TO RELATE TO ROUTINE OPERATIONS IN A MANNER THAT IS CONSISTENT WITH EXISTING SOLUTIONS TO PROBLEMS; CONFORM TO ESTABLISHED POLICIES AND PROCEDURES; LOG WORK ACTIVITIES.

- (7) WE ALL RECOGNIZE THAT REGULATIONS MAY VARY IN TERMS OF THEIR MEANINGFULNESS. SELECT A STRICT AND MEANINGFUL REGULATION YOU HAD TO CONFORM TO IN YOUR LAST POSITION. TELL ME ABOUT THE REGULATION AND HOW YOU WERE ABLE TO WORK UNDER IT.
- (28) TELL ME ABOUT YOUR EXPERIENCES IN LOGGING (DOCUMENTING) YOUR WORK ACTIVITIES IN A WRITTEN FORM. BE SPECIFIC.
- (49) ON SOME JOBS IT IS SOMETIMES NECESSARY TO ACT STRICTLY IN ACCORDANCE WITH POLICY. GIVE ME AN EXAMPLE OUT OF YOUR BACKGROUND WHEN YOU WERE EXPECTED TO ACT IN ACCORDANCE WITH POLICY EVEN WHEN IT WAS NOT CONVENIENT. WHAT DID YOU DO?
- (59) GIVE AN EXAMPLE OF A SPECIFIC OCCASION IN WHICH YOU CONFORMED TO A POLICY WITH WHICH YOU DID NOT AGREE.
- (70) WHEN HAVE YOU FOUND IT NECESSARY TO USE DETAILED CHECKLISTS /PROCEDURES TO REDUCE POTENTIAL FOR ERROR ON THE JOB? BE SPECIFIC.
- (91) DESCRIBE A TIME WHEN YOU HAD TO ADOPT A WELL-DEFINED WORK ROUTINE. HOW LONG DID THE SITUATION LAST? WHAT WAS INVOLVED?
- (112) SELECT A JOB YOU HAVE HAD AND DESCRIBE THE PAPERWORK YOU WERE REQUIRED TO COMPLETE. WHAT SPECIFIC THINGS DID YOU DO TO ENSURE YOUR ACCURACY?
- (133) MANY POSITIONS HAVE WELL-ESTABLISHED, STANDARD METHODS TO HELP YOU DO THE JOB. GIVE ME AN EXAMPLE OF A TIME WHEN YOU FOUND A SYSTEMATIC METHOD FOR SOLVING WORK PROBLEMS TO BE A GOOD ROUTINE TO FOLLOW.
- (154) WHAT TYPES OF EXPERIENCE HAVE YOU HAD IN MANAGING SITUATIONS THAT INVOLVE HUMAN HEALTH/HUMAN WELFARE OR SEVERE FINANCIAL OUTCOMES?

DETAIL, AS MUCH AS POSSIBLE, THE WAY IN WHICH YOU USED POLICY AND PROCEDURE TO ENSURE YOUR JOB EFFECTIVENESS.

- (12) Assume that you are in this position and the director walks in and starts giving you instructions for typing, and then faxing a letter for him. Just as he starts to talk, a visitor buzzes the front door. At the same time, the phone rings, and your computer signals that you have an urgent email message. How would you handle this situation?

**ALERTNESS:** ABLE TO BE ATTENTIVE TO ALL ASPECTS OF THE ENVIRONMENT WHILE WORKING; TO MONITOR ENVIRONMENT DURING ROUTINE ACTIVITY.

- (8) TELL ME ABOUT A SPECIFIC EXPERIENCE YOU HAVE HAD IN WHICH IT WAS NECESSARY FOR YOU TO REACT QUICKLY BECAUSE OF A CHANGE IN THE PHYSICAL ENVIRONMENT.
- (29) WHAT HAVE BEEN YOUR EXPERIENCES IN READING DIALS, GAUGES, OR INSTRUMENTS IN ORDER TO TAKE CRITICAL READINGS ON YOUR JOB? TELL ME ABOUT A TIME WHEN YOUR ALERTNESS HELPED YOU AVOID MAKING A SIGNIFICANT MISTAKE.
- (50) IDENTIFY A TIME WHEN YOU WERE ABLE TO AVOID A PROBLEM BY USING YOUR ABILITY TO PAY CLOSE ATTENTION WHEN OPERATING VEHICLES, EQUIPMENT, OR MACHINERY.
- (71) IN OUR TYPE OF WORK, IT IS VERY IMPORTANT TO NOTICE CHANGES IN THE PHYSICAL ENVIRONMENT. TELL ME ABOUT A TIME WHEN YOU WERE PROUDEST OF YOUR ABILITY TO NOT ONLY NOTICE ENVIRONMENTAL CHANGE BUT ALSO TAKE ACTION TO MAKE YOUR ATTENTIVENESS PAY OFF.
- (92) SELECT AN EXPERIENCE FROM YOUR PAST WHICH ILLUSTRATES YOUR ABILITY TO BE WATCHFUL AND ALERT WHEN MONITORING DISPLAYS, INSTRUMENTS, OR PROCESSES. TELL ME, IN DETAIL, WHAT HAPPENED.
- (113) GIVE ME AN EXAMPLE OF ANY TIME IN THE PAST WHEN YOU WERE ESPECIALLY ATTENTIVE TO YOUR ENVIRONMENT WHILE WORKING. FEEL FREE TO SHOWCASE YOUR SKILLS IN BEING ALERT WHILE ON THE JOB.
- (134) TELL ME ABOUT AN EXPERIENCE YOU HAVE HAD IN HAZARDOUS CONDITIONS WHEN YOUR ALERTNESS PAID OFF IN SAVING YOU FROM A BAD OUTCOME.
- (155) TELL ME ABOUT YOUR EXPERIENCE IN DEALING WITH ROUTINE WORK. WHAT KINDS OF PROBLEMS DID YOU HAVE TO OVERCOME IN ORDER TO CONCENTRATE ON THE DETAILS OF THE JOB?

**ANALYTICAL PROBLEM SOLVING:** ABLE TO USE A SYSTEMATIC APPROACH IN SOLVING PROBLEMS THROUGH ANALYSIS OF PROBLEM AND EVALUATION OF ALTERNATE SOLUTIONS; USE LOGIC, MATHEMATICS, OR OTHER PROBLEM SOLVING TOOLS IN DATA ANALYSIS OR IN GENERATING SOLUTIONS.

- (9) TELL ME ABOUT A TIME WHEN YOU WERE SYSTEMATIC IN IDENTIFYING POTENTIAL PROBLEMS AT WORK. FEEL FREE TO SHOWCASE YOUR ANALYTICAL SKILLS.
- (30) THINKING BACK OVER THE LAST FIVE YEARS OF YOUR WORK, DESCRIBE A SITUATION IN WHICH YOU HAD TO USE MATHEMATICS TO SOLVE A COMPLEX PROBLEM. TAKE YOUR TIME, REMEMBER A GOOD EXAMPLE, AND TELL ME ALL ABOUT IT IN DETAIL.
- (51) WHAT WAS YOUR GREATEST SUCCESS IN USING THE PRINCIPLES OF LOGIC TO SOLVE TECHNICAL PROBLEMS AT WORK? BE SPECIFIC.
- (72) DESCRIBE A TIME WHEN YOU WERE PROUD OF YOUR ABILITY TO USE YOUR MATHEMATICAL KNOWLEDGE OR RESEARCH TECHNIQUES TO SOLVE A PROBLEM.
- (93) SOLVING A PROBLEM OFTEN NECESSITATES EVALUATION OF ALTERNATE SOLUTIONS. GIVE ME AN EXAMPLE OF A TIME WHEN YOU ACTIVELY DEFINED SEVERAL SOLUTIONS TO A SINGLE PROBLEM. DID YOU USE ANY TOOLS SUCH AS RESEARCH, BRAINSTORMING, OR MATHEMATICS?
- (114) GIVE ME AN EXAMPLE OF ANY TIME WHEN YOU USED TOOLS SUCH AS SURVEY DATA, LIBRARY RESEARCH, OR STATISTICS AS IMPORTANT CONTRIBUTORS TO THE DEFINITION OF A SPECIFIC PROBLEM.
- (135) ENUMERATE THE ANALYTICAL TOOLS WITH WHICH YOU FEEL COMPETENT, THEN GIVE ME AN EXAMPLE FROM ANY TIME IN YOUR WORKING HISTORY WHICH SHOWS YOUR ABILITY TO USE ANALYTICAL TECHNIQUES TO DEFINE PROBLEMS OR DESIGN SOLUTIONS.
- (156) TO WHAT EXTENT HAS YOUR PAST WORK REQUIRED YOU TO BE SKILLED IN THE ANALYSIS OF TECHNICAL REPORTS OR INFORMATION? PICK ANY SPECIFIC EXPERIENCE WHICH WOULD HIGHLIGHT YOUR SKILLS IN THIS AREA AND DESCRIBE IT IN DETAIL.

**GOAL SETTING:** ABLE TO DEFINE REALISTIC, SPECIFIC GOALS AND OBJECTIVES; TO PRIORITIZE OBJECTIVES.

- (10) TELL ME WHAT YOU DO IN ORDER TO ENSURE THAT YOU HAVE ENOUGH TIME SET ASIDE FOR GOAL SETTING—THEN REVIEW FOR ME THE SPECIFIC TIMES IN WHICH

YOU HAVE INITIATED YOUR OWN GOAL SETTING OVER THE LAST FEW YEARS.  
WHAT HAPPENED?

- (31) IN AN AGGRESSIVE WORKING ENVIRONMENT, IT IS OFTEN NECESSARY TO PRIORITIZE GOALS TO BE SURE THAT EFFORT IS ALLOCATED APPROPRIATELY. TELL ME ABOUT THE MOST IMPORTANT TIME IN YOUR WORKING HISTORY WHEN YOU PRIORITIZED YOUR GOALS SUCCESSFULLY.
- (52) TELL ME ABOUT THE SYSTEM THAT YOU USE FOR GOAL SETTING. TO WHAT EXTENT DOES IT INVOLVE USING WRITTEN OBJECTIVES, PAPERWORK, OR FORMS? DESCRIBE A SPECIFIC INSTANCE IN WHICH YOU DEFINED YOUR GOALS AND OBJECTIVES IN WRITING.
- (73) WHAT IMPORTANT TARGET DATES DID YOU SET TO REACH OBJECTIVES ON YOUR LAST JOB? HOW DID YOU SET THE DATES? EXACTLY WHAT WERE THEY, AND WHAT WERE YOUR RESULTS?
- (94) GOAL STATEMENTS ARE OFTEN MADE TO MEET THE EXPECTATIONS OF OTHERS. TELL ME ABOUT A TIME WHEN YOU TOOK THE INITIATIVE TO SET GOALS AND OBJECTIVES, EVEN THOUGH YOU WERE NOT PROMPTED OR DIRECTED BY OTHERS TO DO SO.
- (115) WHAT HAVE BEEN YOUR EXPERIENCES IN DEFINING LONG-RANGE GOALS? TELL ME WHAT SPECIFIC GOAL WAS SET, HOW IT WAS SET, AND HOW SUCCESSFUL YOU WERE IN ITS ACHIEVEMENT.
- (136) GOAL STATEMENTS CAN BE USED TO MANAGE YOUR OWN WORK ACTIVITIES SINCE THEY ENABLE YOU TO GUIDE DAY-TO-DAY ACTIONS SUCCESSFULLY. DESCRIBE AN ESPECIALLY FAVORABLE EXPERIENCE YOU'VE HAD IN USING GOALS TO GUIDE YOUR OWN ACTIONS.
- (157) GIVE ME AN EXAMPLE OF A TIME WHEN YOU USED A SYSTEMATIC PROCESS TO DEFINE YOUR OBJECTIVES. WHAT TYPE OF SYSTEM DID YOU USE? WHAT PAYOFF DID YOU GET FROM USING THE PROCESS?
- (66) WHAT ACCOMPLISHMENT ARE YOU MOST PROUD OF? WHAT HAS BEEN YOUR BIGGEST DISAPPOINTMENT?
- (77) WHAT GOALS DO YOU FEEL THIS POSITION WILL HELP YOU ATTAIN?

WRITTEN COMMUNICATION: ABLE TO WRITE CLEARLY AND EFFECTIVELY PRESENT IDEAS AND TO DOCUMENT ACTIVITIES; TO READ AND INTERPRET WRITTEN INFORMATION.

- (11) GIVE ME AN EXAMPLE, TAKEN FROM YOUR EXPERIENCES IN REPORT WRITING, PREPARATION OF MEMOS OR GENERAL CORRESPONDENCE WHICH ILLUSTRATES THE EXTENT OF YOUR WRITTEN COMMUNICATION SKILLS.
- (32) IN SOME JOBS IT IS NECESSARY TO DOCUMENT WORK THOROUGHLY, IN WRITING. FOR EXAMPLE, DOCUMENTATION MIGHT BE NECESSARY TO PROVE YOU DID YOUR JOB CORRECTLY OR TO TRAIN ANOTHER PERSON TO DO IT. GIVE ME AN EXAMPLE OF YOUR EXPERIENCES IN THIS AREA.
- (53) TELL ME ABOUT THE MOST COMPLEX INFORMATION YOU HAVE HAD TO READ—PERHAPS INVOLVING RESEARCH YOU HAD TO COMPLETE. TO WHAT EXTENT DID THIS PROJECT TEST YOUR COMPREHENSION SKILLS AND TECHNICAL KNOWLEDGE? BE SPECIFIC.
- (74) THIS JOB WILL REQUIRE YOU TO SPEND A LARGE AMOUNT OF TIME WRITING. TELL ME ABOUT YOUR WRITING EXPERIENCES THAT YOU THINK WILL CONTRIBUTE TO YOUR ABILITY TO DO THIS JOB WELL.
- (95) DESCRIBE THE MOST SIGNIFICANT WORK EXPERIENCE YOU HAVE HAD IN WHICH YOU HAD TO USE REFERENCE MATERIALS, LIBRARY INFORMATION, MANUALS, ETC., TO GET A JOB DONE. HOW MUCH TIME WAS REQUIRED? HOW DID THE REFERENCE MATERIALS HELP YOU THE MOST?
- (116) IN SOME POSITIONS IT IS NECESSARY TO BE A THOROUGH, METICULOUS READER AND IN OTHER SITUATIONS IT IS IMPORTANT FOR ONE TO BE ABLE TO SCAN THROUGH LARGE AMOUNTS OF INFORMATION QUICKLY. DESCRIBE YOUR MOST SIGNIFICANT SCANNING EXPERIENCE.
- (137) HOW MUCH READING OF NEW INFORMATION IS REQUIRED IN YOUR CURRENT JOB? HOW OFTEN DO YOU HAVE TO EXPOSE YOURSELF TO NEW WRITTEN COMMUNICATIONS? WHEN DID THESE SKILLS CAUSE YOU TO BE A SUPERIOR PERFORMER?
- (158) DESCRIBE YOUR EXPERIENCES IN EDITING MANUSCRIPTS, ARTICLES, DOCUMENTS, OR ANY OTHER FORM OF WRITTEN COMMUNICATION. BE SPECIFIC.
- (13) DESCRIBE A SITUATION IN WHICH YOU HAD TO HANDLE SENSITIVE COMMUNICATION. WHAT APPROACH DID YOU USE AND WHY?
- (14) THIS POSITION REQUIRES CAREFUL, DETAILED WORK ON YOUR PART. HOW DO YOU ENSURE THE TASKS ARE COMPLETED EFFICIENTLY AND ACCURATELY?
- (60) DESCRIBE THE MOST SIGNIFICANT WRITTEN DOCUMENT/REPORT/PRESENTATION THAT YOU HAVE HAD TO COMPLETE.

**COMMITMENT TO TASK:** ABLE TO START AND PERSIST WITH SPECIFIC COURSES OF ACTION WHILE EXHIBITING HIGH MOTIVATION AND A SENSE OF URGENCY; WILLING TO COMMIT TO LONG HOURS OF WORK AND MAKE PERSONAL SACRIFICE IN ORDER TO REACH GOALS.

(12) GIVE ME AN EXAMPLE OF ANY SPECIFIC TIME IN WHICH YOU FOUND IT NECESSARY TO GIVE LONG HOURS TO THE JOB. FOR EXAMPLE, TELL ME ABOUT THE PERIOD WHEN IT WAS NECESSARY TO TAKE WORK HOME, WORK ON WEEKENDS OR MAINTAIN UNUSUALLY LONG HOURS. BE SPECIFIC.

(33) TELL ME ABOUT A TIME WHEN YOU WERE ABLE TO PROVIDE YOUR OWN MOTIVATION TO PRODUCE EVEN THOUGH YOU WERE WORKING ALONE. WHAT WERE THE CIRCUMSTANCES OF THE SITUATION AND HOW DID YOU MANAGE TO MOTIVATE YOURSELF?

(54) TELL ME ABOUT A TIME IN YOUR BACKGROUND WHEN YOU WERE A DRIVING, HIGHLY MOTIVATED WORKER. DON'T BE TOO MODEST—GIVE YOURSELF DUE CREDIT FOR GETTING THE JOB DONE.

(75) SOME INDIVIDUALS HAVE A STRONG SENSE OF URGENCY ABOUT GETTING SHORT TERM RESULTS—OTHERS ARE MORE LAID BACK AND LESS DRIVEN IN THEIR APPROACH TO WORK. GIVE ME AN EXAMPLE OF A TIME WHEN YOU WERE EITHER MORE LAID BACK OR MORE URGENT.

(96) GETTING THE JOB DONE MAY NECESSITATE UNUSUAL PERSISTENCE OR DEDICATION TO RESULTS, ESPECIALLY WHEN FACED WITH OBSTACLES OR DISTRACTIONS. TELL ME ABOUT A TIME IN WHICH YOU WERE ABLE TO BE VERY PERSISTENT IN ORDER TO REACH GOALS. BE SPECIFIC.

(117) TELL ME ABOUT A TIME AT WORK WHEN SOMEONE COMMENTED ON YOUR HIGH OR SUPERIOR LEVEL OF TASK ORIENTATION. FEEL FREE TO BRAG ON YOURSELF.

(138) WE BOTH RECOGNIZE THAT BEING SUCCESSFUL TAKES MORE THAN LUCK. HARD WORK IS NECESSARY IN ORDER TO ACHIEVE. TELL ME ABOUT A TIME WHEN YOU HAD TO WORK VERY HARD TO REACH YOUR GOALS, AND BE SPECIFIC ABOUT WHAT YOU ACHIEVED.

(159) WE ALL HAVE TO MAKE DECISIONS ON THE JOB ABOUT THE DELICATE BALANCE BETWEEN PERSONAL AND WORK OBJECTIVES. WHEN DO YOU FEEL YOU HAVE HAD TO MAKE PERSONAL SACRIFICES IN ORDER TO GET THE JOB DONE?

(61) GIVE AN EXAMPLE OF A TIME WHEN YOU HAD TO GO ABOVE THE CALL OF DUTY IN ORDER TO GET A JOB DONE.

**INTERACTION:** ABLE TO COMMUNICATE WITH OTHERS IN A WARM AND HELPFUL MANNER WHILE SIMULTANEOUSLY BUILDING CREDIBILITY AND RAPPORT.

- (13) DESCRIBE A TIME WHEN YOU WERE ABLE TO BE PERSONALLY SUPPORTIVE AND REASSURING TO A PERSON WHO NEEDED A FRIEND.
- (34) THE WORD “COMMUNICATIONS” MEANS DIFFERENT THINGS TO DIFFERENT PERSONS AT DIFFERENT TIMES. TELL ME WHAT THIS WORD MEANS TO YOU BY GIVING ME AN EXAMPLE OF A TIME WHEN YOU WERE ABLE TO BE WARM AND AMIABLE AS A COMMUNICATOR.
- (55) BUILDING RAPPORT IS SOMETIMES A VERY CHALLENGING THING TO DO. GIVE ME AN EXAMPLE OF A TIME WHEN YOU WERE ABLE TO BUILD RAPPORT WITH SOMEONE AT WORK, EVEN WHEN THE SITUATION WAS A DIFFICULT ONE AND THE ODDS WERE AGAINST YOU.
- (76) BEING SYMPATHETIC TO ANOTHER PERSON’S PROBLEMS ENTAILS PUTTING FORTH A SPECIAL EFFORT TO UNDERSTAND THE SITUATION OR DILEMMA. GIVE ME AN EXAMPLE OF A TIME WHEN YOU WERE ABLE TO GIVE SYMPATHY. HOW DID THIS CONTRIBUTE TO A WORK OUTCOME?
- (97) BEING SKILLFUL IN DEALING WITH OTHER PEOPLE ON THE JOB IS AN IMPORTANT FACTOR IN BEING PRODUCTIVE. DESCRIBE A TIME WHEN YOU WERE SUCCESSFUL IN DEALING WITH ANOTHER BECAUSE YOU BUILT A TRUSTING AND HARMONIOUS RELATIONSHIP.
- (118) IT IS ALL TOO EASY TO IGNORE THE FEELINGS OF OTHERS BECAUSE OF A PREOCCUPATION WITH OUR OWN NEEDS. TELL ME ABOUT A TIME WHEN YOU MADE A SPECIAL EFFORT TO TREAT ANOTHER PERSON IN A WAY WHICH SHOWED YOUR RESPECT FOR THE OTHER’S FEELINGS.
- (139) RELATING TO ANOTHER PERSON GOES BEYOND GIVING RECOGNITION AND APPROVAL. DESCRIBE A TIME WHEN YOU WERE HELPFUL TO ANOTHER WHILE SIMULTANEOUSLY BUILDING A GOOD RELATIONSHIP.
- (160) SOMETIMES SHOWING CONCERN FOR ANOTHER PERSON IS A FOUNDATION FOR BUILDING A GOOD LONG-TERM RELATIONSHIP. TELL ME ABOUT A TIME WHEN YOUR CONCERN FOR A PARTICULAR INDIVIDUAL WAS REFLECTED IN AN INTERVIEW, COACHING, OR COUNSELING.

**PERCEPTIVITY:** ABLE TO INTERPRET VERBAL AND NON-VERBAL BEHAVIOR; TO DEVELOP ACCURATE PERCEPTION AND UNDERSTANDING OF OTHERS’ FEELINGS, NEEDS, VALUES, AND OPINIONS; TO BE SENSITIVE TO AND AWARE OF PERSONALITY DIFFERENCES AND CONFLICTS.

- (14) IN COMMUNICATING, PEOPLE’S GESTURES OR VERBAL CUES CAN GIVE US BETTER UNDERSTANDING OF WHAT IS MEANT. GIVE ME AN EXAMPLE OF HOW YOUR INTERPRETATIONS OF VERBAL AND NON-VERBAL BEHAVIOR HAVE HELPED YOU IN COMMUNICATIONS. TAKE YOUR TIME.



- (35) IT IS SOMETIMES VERY DIFFICULT TO PERCEIVE THE NEEDS, VALUES, OR OPINIONS OF OTHERS. TELL ME ABOUT A TIME WHEN YOU WERE ABLE TO STEP INTO ANOTHER PERSON'S SHOES IN ORDER TO DISCOVER THEIR UNIQUE PERSPECTIVES.
- (56) TELL ME ABOUT A TIME DURING NEGOTIATIONS WHEN YOUR PERCEPTIVENESS HELPED YOU TO MAKE SENSE OUT OF ANOTHER PERSON'S BEHAVIOR.
- (77) READING PEOPLE CAN BE AN IMPORTANT SKILL. AT WORK, WHEN HAS YOUR ANALYSIS OF ANOTHER'S MOTIVES AND FEELINGS PAID OFF FOR YOU?
- (98) TELL ME ABOUT A TIME WHEN YOU WERE PROUD OF YOUR ABILITY TO RECOGNIZE HOW ANOTHER PERSON FEELS. DESCRIBE WHAT HAPPENED IN A WAY WHICH WILL ILLUSTRATE YOUR ABILITY TO "READ" ANOTHER PERSON.
- (119) THERE ARE MANY WORK SITUATIONS IN WHICH IT IS IMPORTANT TO BE SKILLFUL IN READING HIDDEN INTERESTS AND PERSONALITY CONFLICTS. TELL ME ABOUT A TIME WHICH SHOWS YOUR SAVVY IN "READING" ANOTHER PERSON.
- (140) THE CORRECT UNDERSTANDING OF DIFFERENCES IN PERSONALITY CAN AFFECT WORK DECISIONS SUCH AS WORK ASSIGNMENTS, EMPLOYEE MOTIVATION AND CONFLICT MANAGEMENT. TELL HOW YOUR KNOWLEDGE OF PERSONALITY DIFFERENCES BENEFITED YOUR EFFECTIVENESS.
- (161) TELL ME ABOUT A SITUATION IN WHICH YOU WERE PARTICULARLY SKILLFUL IN DETECTING CLUES WHICH SHOW HOW ANOTHER PERSON THINKS OR FEELS. HOW DID YOU "SIZE UP" THE PERSON?

**ORGANIZATION AND PLANNING:** ABLE TO ORGANIZE OR SCHEDULE PEOPLE OR TASKS; TO DEVELOP REALISTIC ACTION PLANS WHILE BEING SENSITIVE TO TIME CONSTRAINTS AND RESOURCE AVAILABILITY.

- (15) GIVE ME A SUMMARY OF THE PLANNING ACTIVITIES YOU HAVE BEEN RESPONSIBLE FOR IN YOUR CAREER IN WHICH YOU APPLIED PLANNING TOOLS SUCH AS PERT, OR THE CRITICAL PATH METHOD. DESCRIBE HOW YOU APPLIED THE TOOL.
- (36) PLANNING IS OFTEN MORE THAN THINKING, IT IS ALSO DOING. TELL ME WHAT YOU HAVE DONE WITH SUCH TOOLS AS FLOW CHARTS, PRODUCTION SCHEDULES AND FILING SYSTEMS, OR ANYTHING ELSE TO HELP YOU PLAN.
- (57) GIVE ME AN EXAMPLE OF A TIME IN WHICH YOU WERE EFFECTIVE IN DOING AWAY WITH THE "CONSTANT EMERGENCIES" AND "SURPRISES" IN YOUR WORK CLIMATE. HOW DID YOUR PLANNING HELP YOU DEAL WITH THE UNEXPECTED?

- (78) GIVE ME AN EXAMPLE FROM YOUR WORKING HISTORY THAT DEMONSTRATES YOUR ABILITY TO REORGANIZE AND MAINTAIN A SYSTEM OF RECORDS TO FACILITATE YOUR WORK.
- (99) TIME MANAGEMENT HAS BECOME A NECESSARY FACTOR IN PERSONAL PRODUCTIVITY. GIVE ME AN EXAMPLE OF ANY TIME MANAGEMENT SKILL YOU HAVE LEARNED AND APPLIED AT WORK. WHAT RESULTED FROM USE OF THE SKILL?
- (120) PICK ANY EVENT IN THE LAST FIVE YEARS OF YOUR WORK WHICH GIVES A GOOD EXAMPLE OF YOUR ABILITY TO USE FORECASTING TECHNIQUES. DID YOU USE STATISTICAL PROCEDURES OR A GUT LEVEL APPROACH? WHAT WAS YOUR BIGGEST PREDICTIVE TRIUMPH? HOW DID YOU DO IT?
- (141) GETTING RESULTS AT WORK OFTEN ENTAILS SPELLING OUT DETAILED ACTION PLANS. TELL ME ABOUT HOW YOU USED MANAGEMENT BY OBJECTIVES METHODS TO GENERATE A PLAN LEADING TO A SPECIFIC GOAL. DESCRIBE THE GOAL AND THE STEPS YOU USED TO ACHIEVE IT.
- (162) ORGANIZATION AND SCHEDULING OF PEOPLE AND TASKS IS A NECESSARY FUNCTION IN CREATING A PRODUCTIVE WORKING ENVIRONMENT. REVIEW YOUR EXPERIENCES IN THIS AREA AND DETAIL A SINGLE CASE THAT ILLUSTRATES YOUR ORGANIZATION AND SCHEDULING ABILITY.

**CREATIVITY:** ABLE TO DEVELOP UNIQUE AND NOVEL SOLUTIONS TO PROBLEMS; USE INTUITION AND A NEW WAY OF THINKING TO GIVE BIRTH TO NEW IDEAS; TO PRESENT INFORMATION IN AN ATTENTION-GETTING AND INTERESTING MANNER.

- (16) IN THE EVER-EXPANDING AND EVOLVING MARKETPLACE, PRODUCT DEVELOPMENT IS A NECESSITY FOR GROWTH AND SUCCESS. TELL ME ABOUT YOUR PRODUCT DEVELOPMENT IN A LABORATORY OR MARKETING ENVIRONMENT, FOCUSING ON ONE PARTICULAR EXAMPLE.
- (37) JUST ABOUT ANYBODY CAN GIVE A ROUTINE, STANDARD ANSWER TO COMMON PROBLEMS; HOWEVER, THE PAYOFF IS OFTEN IN THE DEVELOPMENT OF UNIQUE SOLUTIONS TO COMMON PROBLEMS. GIVE ME AN EXAMPLE OF ONE OF YOUR UNIQUE AND NOVEL PROBLEM SOLUTIONS.
- (58) CREATIVE PERSONS SEEM TO OFFER FRESH INSIGHTS FREQUENTLY AND REGULARLY. GIVE ME AN EXAMPLE OF A TIME WHEN ONE OF YOUR INSIGHTS OR INNOVATIONS WAS PARTICULARLY WELL-RECEIVED BY OTHERS.
- (79) IT IS OFTEN SUGGESTED THAT THE CREATIVE PERSONALITY HAS A PARTICULAR WAY OF THINKING WHICH ENCOURAGES INVENTIVENESS. GIVE ME AN EXAMPLE OF A TIME WHEN YOU WERE INVENTIVE AND EXPLORED NEW WAYS OF THINKING.

- (100) GIVE AN EXAMPLE OF A TIME WHEN YOU THINK YOU WERE PARTICULARLY CREATIVE IN PRESENTING INFORMATION BY USE OF GRAPHICS, MODELS, OR DISPLAYS. IN GIVING YOUR EXAMPLE, FOCUS ON HOW YOUR METHODS PRODUCED RESULTS.
- (121) OFTEN INDIVIDUALS WHO ARE CREATIVE IN ONE MODE SEEM TO HAVE CREATIVE SKILLS IN OTHER AREAS. HOW DO YOU RATE YOURSELF IN TERMS OF CREATIVITY IN THE FIELDS OF ART, WRITING, AND MUSIC? TELL ME, BY EXAMPLE, HOW YOU USED THESE SKILLS IN YOUR JOB.
- (142) CREATIVITY OFTEN MEANS STEPPING BACK FROM REGIMENTED WAYS OF THINKING. WHEN HAVE YOU BEEN ABLE TO BREAK OUT OF A STRUCTURED MIND SET AND INTUITIVELY PLAY WITH CONCEPTS AND IDEAS?
- (163) GIVING BIRTH TO NEW IDEAS MAY COME FROM INTUITION; HOWEVER, MANY HIGH QUALITY IDEAS COME FROM HARD WORK AND DEDICATION. TELL ME OF AN IDEA YOU PRODUCED THROUGH COMBINED HARD WORK AND INTUITION.

VERSATILITY: ABLE TO MODIFY ONE'S OWN BEHAVIORAL STYLE TO RESPOND TO THE NEEDS OF OTHERS WHILE MAINTAINING ONE'S OWN OBJECTIVES AND SENSE OF DIGNITY.

- (17) SOONER OR LATER WE ALL HAVE TO DEAL WITH ARROGANT, DOGMATIC PEOPLE. TELL ME ABOUT A TIME WHEN YOU WERE ABLE TO BE FLEXIBLE WITH THIS TYPE OF PERSON.
- (38) A BEHAVIORAL SCIENTIST ONCE SAID, "IN ORDER TO FOR ONE TO BE INTERPERSONALLY EFFECTIVE IT IS NECESSARY TO CHANGE TO MEET THE NEEDS OF OTHERS." TELL ME HOW YOU ADAPTED TO ANOTHER PERSON SUCCESSFULLY.
- (59) IN THE WORK SITUATION, WE MUST ALL COMPROMISE TO MAKE THINGS HAPPEN. TELL ME ABOUT A TIME WHEN YOU FELT IT NECESSARY TO COMPROMISE YOUR OWN IMMEDIATE INTERESTS IN ORDER TO BE SOCIALLY FLEXIBLE AND TOLERANT OF ANOTHER PERSON'S NEEDS.
- (80) SEVERAL YEARS AGO, A POPULAR PHRASE SAID "DIFFERENT STROKES FOR DIFFERENT FOLKS." AT WORK, WE FREQUENTLY NEED TO DEAL WITH ALL SORTS OF PEOPLE. DESCRIBE A TIME WHEN YOU ADAPTED TO DIFFERENT TYPES OF PEOPLE.
- (101) IT IS SOMETIMES VERY DIFFICULT TO ACCOMMODATE THE WISHES OF ANOTHER PERSON WITHOUT GOING SO FAR THAT WE LOSE OUR OWN PERSONHOOD. TELL ME ABOUT A TIME WHEN YOU TRIED HARD TO BE NICE BUT HAD TO BACK OFF TO AVOID LOSS OF SELF-ESTEEM.

- (122) IT'S OFTEN VERY DIFFICULT TO PLEASE ANOTHER PERSON WHILE MAINTAINING YOUR DIGNITY. TELL ME ABOUT A TIME WHEN YOU WERE ABLE TO BALANCE YOUR SENSE OF DIGNITY WHILE CHANGING YOUR BEHAVIORAL STYLE.
- (143) AT TIMES, WE ARE ALL REQUIRED TO DEAL WITH DIFFICULT PEOPLE. AN EVEN MORE DEMANDING FACTOR IS TO BE OF SERVICE TO A DIFFICULT PERSON. WHEN HAVE YOU BEEN SUCCESSFUL WITH THIS TYPE OF SITUATION AT WORK?
- (164) TELL ME ABOUT A TIME WHEN YOU WERE ABLE TO MAKE SOMEONE FEEL COMFORTABLE WHEN DEALING WITH A SITUATION WHICH HAD A LOT OF FEELINGS INVOLVED IN IT. DESCRIBE A SPECIFIC CASE.

**READING THE SYSTEM:** ABLE TO RECOGNIZE AND USE INFORMATION ABOUT ORGANIZATIONAL CLIMATE AND KEY INDIVIDUALS TO ACCOMPLISH LEGITIMATE ORGANIZATIONAL GOALS; BE AWARE OF THE IMPORTANCE OF TIMING, POLITICS, AND GROUP PROCESSES IN MANAGING CHANGE.

- (18) UNFORTUNATELY, MOST ORGANIZATIONS HAVE SOME ELEMENTS WHICH IMPACT ON THE WAYS IN WHICH THINGS GET DONE. TELL ME ABOUT A TIME IN YOUR BACKGROUND IN WHICH YOU FEEL YOU WORKED WITHIN THE SYSTEM, HANDLING A POLITICAL SITUATION EFFECTIVELY.
- (39) MANY TIMES, GETTING RESULTS NECESSITATES DEVELOPMENT OF A FULL UNDERSTANDING OF THE INFORMAL CLIMATE WHICH DICTATES HOW THINGS GET DONE. GIVE ME AN EXAMPLE OF A TIME WHEN YOU WERE ABLE TO MANIPULATE THE POWER/INFLUENCE SYSTEM TO GET RESULTS.
- (60) MANY TIMES, GETTING RESULTS REQUIRES A FULL UNDERSTANDING OF THE ORGANIZATIONAL CLIMATE OR CULTURE. TELL ME ABOUT A TIME WHEN YOUR ASTUTENESS OR "STREET SMARTS" IN AN ORGANIZATION HELPED YOU TO GET RESULTS.
- (81) DIFFERENT PEOPLE HAVE DIFFERENT "HOT BUTTONS." WHEN HAVE YOU BEEN SUCCESSFUL IN DISCOVERING A KEY PERSON'S HOT BUTTON AND USING THAT KNOWLEDGE TO BRING ABOUT AN IMPORTANT CHANGE? BE SPECIFIC.
- (102) AT TIMES IT IS VERY IMPORTANT TO UNDERSTAND HOW COMMUNICATION CHANNELS, INTERPERSONAL NETWORKS, AND POLITICS INFLUENCE DECISIONS AT WORK. DESCRIBE A TIME WHEN YOUR UNDERSTANDING OF POLITICAL DYNAMICS AT WORK WAS PUT TO GOOD USE.
- (123) ORGANIZATION CHANGE IS OFTEN GUIDED BY FRIENDSHIPS AND RELATIONSHIPS WHICH CAN INFLUENCE HOW THINGS HAPPEN. TELL ME ABOUT A TIME WHEN

YOU USED YOUR INTERPERSONAL SKILLS TO BUILD A NETWORK OF CONTACTS TO REACH GOALS.

- (144) THE TERM "SHREWD" SUGGESTS AN ABILITY TO UNDERSTAND WHAT REALLY NEEDS TO BE DONE TO REACH ORGANIZATIONAL OBJECTIVES. TELL ME HOW YOU "READ THE SYSTEM" SHREWDLY TO REACH A GOAL.
- (165) GIVE ME AN EXAMPLE OF A TIME WHEN YOUR TIMING, POLITICAL AWARENESS, AND KNOWLEDGE OF HOW GROUPS WORK ENHANCED YOUR ABILITY TO GENERATE A CHANGE. TAKE YOUR TIME IN COMING UP WITH A SPECIFIC EXAMPLE.

**TEAM BUILDING:** ABLE TO WORK WITH PEOPLE IN SUCH A MANNER AS TO BUILD HIGH MORALE AND GROUP COMMITMENTS TO GOALS AND OBJECTIVES.

- (19) WE CANNOT DO EVERYTHING OURSELVES. GIVE ME AN EXAMPLE OF A TIME WHEN YOU DEALT WITH THIS REALITY BY CREATING A SPECIAL TEAM EFFORT AT WORK. HIGHLIGHT THE SPECIAL ASPECTS OF THE SITUATION WHICH BEST DEMONSTRATE YOUR SKILL IN THIS AREA.
- (40) IT HAS BEEN SAID THAT ONE OF THE BEST WAYS TO MANAGE PEOPLE IS TO TEACH THEM HOW TO MANAGE THEMSELVES. TELL ME ABOUT A TIME WHEN YOU CONTRIBUTED TO A WORKING GROUP'S ABILITY TO DIRECT ITSELF BY BUILDING GROUP STANDARDS FOR PERFORMANCE.
- (61) BUILDING A TEAM SPIRIT TO GET RESULTS IS OFTEN A DIFFICULT THING TO DO. TELL ME ABOUT A TIME WHEN YOU HAD YOUR GREATEST SUCCESS IN BUILDING A TEAM SPIRIT. WHAT SPECIFIC RESULTS WERE ACCOMPLISHED BY THE TEAM?
- (82) GOAL CONGRUENCE IS THE OVERLAP BETWEEN INDIVIDUAL GOALS AND GROUP OBJECTIVES. TELL ME ABOUT A TIME WHEN YOU CREATED GROUP COMMITMENT TO GOALS BY DEVELOPING GOAL CONGRUENCE.
- (103) IT'S SOMETIMES IMPORTANT TO CONFRONT A NEGATIVE ATTITUDE TO BLOCK DEMOTIVATORS AT WORK. GIVE ME AN EXAMPLE OF A TIME WHEN YOU CONFRONTED A NEGATIVE ATTITUDE SUCCESSFULLY WITH THE RESULT OF BUILDING TEAMWORK AND MORALE.
- (124) ONE WAY TO BUILD A TEAMWORK ATTITUDE IS TO EXPLAIN TO INDIVIDUALS HOW THEIR PERSONAL GOALS OVERLAP WITH TEAM GOALS. GIVE ME AN EXAMPLE OF ANY TIME IN WHICH YOU WERE ABLE TO BUILD AN OVERLAP OF INDIVIDUAL AND TEAM GOALS.
- (145) THERE IS A BIG DIFFERENCE BETWEEN BEING COMMITTED TO AN INDIVIDUAL OR TO A TEAM. TELL ME ABOUT A TIME WHEN YOUR COMMITMENT TO A PERSON

WAS TESTED BECAUSE OF YOUR COMMITMENT TO THE TEAM. EXPLAIN WHAT YOU DID AND WHY.

- (166) THE TERM “PARTICIPATIVE MANAGEMENT” HAS BEEN USED FOR YEARS TO DESCRIBE A TECHNIQUE OF BUILDING A TEAM SPIRIT BY COLLECTING SUGGESTIONS FROM OTHERS. DESCRIBE A TIME WHEN YOU USED SUGGESTIONS TO BUILD TEAM COMMITMENT.

**DECISION MAKING AND PROBLEM SOLVING:** ABLE TO TAKE ACTION IN SOLVING PROBLEMS WHILE EXHIBITING JUDGMENT AND A REALISTIC UNDERSTANDING OF ISSUES; ABLE TO USE REASON, EVEN WHEN DEALING WITH EMOTIONAL TOPICS.

- (20) SOLVING PROBLEMS REQUIRES MORE THAN GOOD PLANS; IT MEANS TAKING ACTION. GIVE ME AN EXAMPLE OF A TIME WHEN YOU WERE ABLE TO TAKE MEANINGFUL ACTION IN SOLVING A PRACTICAL PROBLEM.
- (41) HAVING A GOOD SOLUTION FOR A PROBLEM OFTEN ENTAILS MORE THAN JUST BEING INTELLIGENT. OFTEN, EXERCISE OF GOOD JUDGMENT IS NEEDED TO COMPLEMENT LOGIC IN CHOOSING A PRACTICAL SOLUTION. DESCRIBE WHEN YOU USED GOOD JUDGMENT IN SOLVING A PROBLEM.
- (62) WHEN WE GET EMOTIONALLY INVOLVED IN A PROBLEM SITUATION, IT IS OFTEN VERY DIFFICULT TO BE OBJECTIVE. TELL ME ABOUT A TIME WHEN YOU WERE PROUD OF YOUR ABILITY TO BE OBJECTIVE EVEN THOUGH YOU WERE EMOTIONAL ABOUT A PROBLEM SITUATION.
- (83) A WISE MAN ONCE SAID, “THE KEY TO SOLVING A PROBLEM IS IN KNOWING EXACTLY WHAT THE PROBLEM IS.” TELL ME ABOUT A TIME WHEN YOUR UNDERSTANDING OF ISSUES ASSOCIATED WITH THE PROBLEM PROVIDED YOU WITH A FOUNDATION FOR GENERATING A GOOD SOLUTION.
- (104) IN MANY PROBLEM SITUATIONS, IT IS OFTEN TEMPTING TO JUMP TO A CONCLUSION TO BUILD A SOLUTION QUICKLY. TELL ME ABOUT A TIME WHEN YOU RESISTED THIS TEMPTATION AND THOROUGHLY OBTAINED ALL FACTS ASSOCIATED WITH THE PROBLEM BEFORE COMING TO A DECISION.
- (125) GOOD PROBLEM SOLVING OFTEN INCLUDES A CAREFUL REVIEW OF THE FACTS AND WEIGHING OF OPTIONS BEFORE MAKING A DECISION. GIVE ME AN EXAMPLE OF HOW YOU REACHED A PRACTICAL BUSINESS DECISION BY AN ORGANIZED REVIEW OF THE FACTS AND WEIGHING OF OPTIONS.
- (146) EVEN THOUGH YOU MAY BE DEALING WITH A COMPLEX PROBLEM, IT IS OFTEN IMPORTANT TO USE A COMMON SENSE APPROACH IN MAKING A DECISION; NOT

ALL ANALYTICAL SOLUTIONS WILL SEEM PRACTICAL. TELL ME ABOUT A TIME WHEN YOUR COMMON SENSE PAID OFF FOR YOU.

- (167) OFTEN, EXTENSIVE JOB TRAINING AND EXPERIENCE ARE REQUIRED TO GET THE BEST RESULTS IN DECISION MAKING. DESCRIBE, IN DETAIL, A SITUATION IN WHICH YOU USED YOUR TRAINING AND EXPERIENCE IN MAKING A DECISION WHICH REQUIRED SOUND JUDGMENT.

LEADERSHIP: ABLE TO INFLUENCE THE ACTIONS AND OPINIONS OF OTHERS IN A DESIRED DIRECTION; TO EXHIBIT JUDGMENT IN LEADING OTHERS TO WORTHWHILE OBJECTIVES.

- (21) GIVE ME AN EXAMPLE OF A TIME WHEN YOU USED FACTS AND REASON TO PERSUADE ANOTHER PERSON TO TAKE ACTION. BE SPECIFIC.
- (42) EVEN THOUGH THE USE OF AUTHORITY IN A LEADERSHIP ROLE IS NOT POPULAR, IT IS NECESSARY IN SOME SITUATION. GIVE ME AN EXAMPLE OF SOME SITUATION WHEN YOU USED YOUR AUTHORITY TO INFLUENCE ANOTHER INDIVIDUAL. BE SPECIFIC.
- (63) ORGANIZATIONS ARE BUILT ON THE PRINCIPLE OF DELEGATION. GIVE ME AN EXAMPLE OF THE GREATEST SUCCESS YOU EVER HAD IN THE USE OF DELEGATION. TAKE TIME TO THINK OF THE BEST EXAMPLE YOU CAN AND BE SPECIFIC IN DESCRIBING IT.
- (84) INSTEAD OF SIMPLY USING AUTHORITY TO INFLUENCE ANOTHER INDIVIDUAL, IT IS SOMETIMES DESIRABLE TO LEAD OTHER PERSONS BY SETTING A POSITIVE EXAMPLE FOR THEM TO FOLLOW. DESCRIBE A WORK SITUATION WHEN YOUR EXAMPLE SERVED AS A MODEL FOR OTHERS.
- (105) BEING ABLE TO CHANGE ANOTHER PERSON'S BEHAVIOR IS BOTH A SKILL AND A RESPONSIBILITY. TELL ME ABOUT A TIME WHEN YOU WERE SUCCESSFUL IN THIS AREA -- WHAT KIND OF PAYOFFS ACCRUED TO YOURSELF, THE OTHER PERSON, AND THE ORGANIZATION?
- (126) INDIVIDUALS VARY IN THEIR ABILITIES TO USE POWER OR PERSUASION TO INFLUENCE OTHERS. GIVE ME AN EXAMPLE OF A TIME WHEN YOU USED EITHER POWER OR PERSUASION TO GUIDE ANOTHER PERSON TO A WORTHWHILE OBJECTIVE. BE SPECIFIC.
- (147) CURRENTLY THE BUZZ WORD TO DESCRIBE A CERTAIN QUALITY THAT PEOPLE IN A LEADERSHIP POSITION HAVE IS "CHARISMA." GIVE ME AN EXAMPLE OF HOW YOU HAVE USED PERSONAL CHARISMA OR CHARM TO LEAD OTHERS.

(168) COMMUNICATIONS AND LEADERSHIP GO HAND IN HAND. GIVE ME AN EXAMPLE OF A TIME WHEN YOUR COMMUNICATION SKILLS WERE POWERFUL ENOUGH TO ENABLE YOU TO INFLUENCE THE WAY OTHERS THOUGHT OR ACTED, EVEN IN A VERY DIFFICULT SITUATION.

### **Questions Under the ADA**

Are you able to perform the functions of the job, with or without reasonable accommodation? What accommodation do you require? (Applicants who have an obvious disability that could affect their ability to perform the job may be asked to demonstrate or explain how they would perform.)

### **Improper Questions That Cannot Be Asked**

Read this section before you conduct any interviews. It is improper for an interviewer to inquire into these areas. All screening committee members and hiring supervisors must be familiar with these questions and be cautious about engaging in this line of questioning or allowing an applicant to initiate discussion relating to these questions. If an applicant volunteers information that would be considered discriminatory, advise the applicant that you do not want any more information about the subject and that it will not affect your hiring decision. Do not make note of the illegal reference. Move along with your interview questions.

1. Do not ask the applicant how old he or she is.
2. Do not ask the applicant his or her date of birth.
3. Do not ask the applicant what church he/she attends or the name of his/her priest, rabbi or minister.
4. Do not ask the applicant his/her father's surname.
5. Do not ask a female applicant her maiden name.
6. Do not ask the applicant whether he/she is married, divorced, separated, widowed, or single.
7. Do not ask who resides with the applicant.
8. Do not ask the applicant how many children he/she has or if she is pregnant.
9. Do not ask the ages of any children of applicant.
10. Do not ask who will care for children while the applicant is working.
11. Do not ask how the applicant will get to work, unless owning a car is a job requirement.
12. Do not ask the applicant where a spouse or parent works or resides.
13. Do not ask the applicant if he/she owns or rents a place of residence.
14. Do not ask the applicant whether he/she ever had wages garnished and/or has declared bankruptcy.



15. Do not ask the applicant whether he/she was ever arrested.
16. Do not ask the applicant whether he/she ever served in the armed services of another country.
17. Do not ask the applicant what clubs he/she is a member.
18. Do not ask whether the individual has a current disability or a past disability.
19. Do not ask whether the individual has any serious illness (such as AIDS), back problems, history of mental illness or any other physical or mental condition.
20. Do not ask how the individual became disabled or the prognosis for the applicant.
21. Do not ask questions about the nature or severity of the applicant's disability; or comment in anyway on the individual's physical condition, whether the individual wears a hearing aid or needs to wear glasses while working.
22. Do not ask questions about the applicant's past on-the-job injuries.
23. Do not ask whether the applicant has ever been treated for any mental condition.
24. Do not ask applicants to list any conditions or diseases for which they have been treated in the past.
25. Do not ask whether the individual has ever been hospitalized and if so for what condition.
26. Do not ask how many days the applicant was absent from work last year because of illness.
27. Do not ask whether the applicant has a sexually transmitted disease, such as the HIV virus.
28. Do not ask whether an applicant has ever requested and/or received assistance or assistive devices in performing past jobs.
29. Do not ask about an applicant's past or current need for or receipt of medical or disability benefits.
30. Do not ask about applicant's past drug use or alcohol use.
31. Do not ask whether the applicant has ever filed a worker's compensation claim or ever received an award of worker's compensation benefits.
32. Do not ask whether an individual has ever been found to be disabled or has a spouse, children or other friends with disabilities.
33. Do not ask questions of applicants with disabilities that you do not ask of other applicants.
34. Do not ask whether the individual has any disabilities or impairments that may affect performance in the position.