

Interviewing

Career Development

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The Interview: What is its Purpose?

Some may think that your application materials (resume, cover letter, and portfolio) get you the job. This is incorrect. These get you the interview, and the interview(s) gets you the job.

Your qualifications, skills, and experience met the job requirements, so that is already established. The interview is where the employer assesses whether you are a good fit for the role based on your demeanor, command of 'soft' skills, alignment with company values, fit with the workplace culture, and overall professionalism.

Types of Interviews

In Person

Initial interviews (screens) are not always phone/virtual, so be prepared to go on-site for the first one if you are invited to do so.

Second/third interviews are generally in person (remote role interviews excluded). They may be with another HR/TA rep, but will more likely be with the actual hiring manager(s), and may be one-on-one or include multiple interviewers. Sometimes you will be informed of how many people will be interviewing you in advance, but sometimes you won't. Be prepared for both

Requires preparation steps not wholly applicable in a remote interview, such as ensuring your head-to-toe attire is appropriate and there are no objectionable odors. Transportation times must also be considered.

Phone/Virtual

While virtual interviews have existed for years, the global pandemic has massively increased their utilization by employers. It is now quite likely that your first or second interview may be conducted via a web conferencing service such as Zoom, Google Meet, GoToMeeting, etc.

First interview is more likely to be a screening interview with an HR or TA representative rather than the actual hiring manager.

Oftentimes, the first communication you receive from a potential employer after you submit your application will be an invitation to a phone/virtual screen. This first communication with an employer may be called any number of things: phone screen, initial interview, introductory interview, or even just a 'conversation'. No matter which terminology they utilize, this is often the first step in the interview process. At this stage, they have already read through your resume and cover letter, thus, they know your qualifications and you, at least on paper, meet their requirements. Therefore, phone screens are intended to weed out candidates who are unable to further articulate how

they are the best candidate for the position, who don't fit with the company culture, or whose salary expectations don't align with what they are prepared to offer.

Being prepared for these interviews requires some additional steps, as you must ensure that your environment and tech (internet, computer, phone) are functional and suitable for the interview.

Before the Interview: Preparation Steps

Your application materials can advance you to a first-round interview, but an eventual hiring decision will depend on how you perform in an interview. Just as you would prepare for an exam, preparation is key for a successful interview. Company research, professionalism, attitude, and being able to articulate your strengths all come into play. Regardless of venue (in person, phone, or video), some steps are universal, as outlined below:

Know the job - Analyze the position:

Review a copy of the job description and highlight the qualifications and main responsibilities. Employers with a lengthy list of qualifications rarely find applicants who are strong in all areas, so do not get discouraged if you do not meet all the specified requirements. Emphasize your strengths, transferable skills, and the qualifications you *do* meet. Focus on what you *can* do.

Reflecting on the following questions is an effective strategy when preparing for the interview. If you can answer these questions ahead of time, you will be better able to answer a variety of interview questions posed by the employer:

- What is the targeted position?
- What are the job responsibilities and requirements?
- Which of your skills match the requirements of the job?
- What special strengths will make you more effective in the targeted position?
- What relevant experiences would qualify you for the targeted position?
- What unique interests, skills, or activities would enhance your contribution and job performance?
- What perceived weaknesses or limitations can be turned around and viewed as strengths?

Know the organization/company - Research the employer or organization (and interviewer[s], if you are provided with their name(s) in advance):

Learn as much as you can about the employer's mission, services, products, and future endeavors. Understand how this organization compares with similar or competing organizations. Start your research with the employer's website, but also explore other avenues of information: LinkedIn, articles or news search results on Google, career fairs, employer information sessions (if available), and by tapping into your network—reach out to faculty, and/or Career Development. Find out as much information as you can.

- What type of company or organization is the interview with?
- Become familiar with its goals, values, company culture, recent work, notable projects, etc. Make note of pertinent details so you may bring them up at appropriate points in the conversation; you can also ask the interviewer questions based on the information you have gathered.
- Beyond researching the company, you should also look up your interviewer on LinkedIn; note their position within the company, how long they've been employed there, and any recent posts they have made. This knowledge can provide you with more insight into the type of questions you may be asked and help you prepare some good answers in advance. If your interview will be conducted by a recruiter/HR representative/talent acquisition representative, you will likely be asked more general questions regarding your experience, knowledge of the company, and basic qualifications. However, if your interviewer is a direct supervisor or in upper management, you can expect to be asked questions which are more in-depth and are specific to the industry and the job's duties.

Review your experiences:

While you cannot prepare for every possible interview question, you can prepare for common interview questions to help you create a handful of responses. It is important to think through your experiences and qualifications and identify the skills and knowledge you have developed. Many skills are transferable from one setting to another (for example, customer service from a retail position can be related to how you would handle client interactions).

Have a handful of real-life examples to discuss during the interview. Think through concrete ways you have demonstrated the necessary skills and qualifications to match the position and the company's mission. These can be related to many different questions, even if the question does not directly ask about that particular experience. Remember that everyone will say they are skilled—you need to be able to prove that you are.

- In addition to brainstorming past experiences which exhibit your command of the required hard and soft skills associated with the job, prepare some insightful questions to ask the interviewer(s) as well. The worst thing you could do when asked if you have any questions is say no!

Practice, practice, practice:

It's normal to be nervous before an interview. Practice with your advisor, a faculty member, friends, family, or schedule a mock interview session with Career Development. This will allow you to get valuable feedback on various components of your interviewing skills (content, organization of responses, and presentation style).

You can also practice on your own. Rehearse your responses to potential questions out loud. You can stand in front of a mirror to assess your facial expression and body

language. Also consider using your phone to film your responses and review your presentation to see if you need to adjust your delivery, body language, tone of voice, etc.

Prepare your own appearance (in-person and remote video):

The way an individual chooses to dress has a remarkable impact on professional and social acceptance. Attire makes such a strong statement about an individual; much research has been done on the topic. Employers voice definite preferences in employee attire. These preferences can be based on a variety of factors including company image, client base and nature of work.

Developing a professional business wardrobe entails a few basic facts:

- The fashion industry is not the final authority.
- Creativity can overcome social and economic constraints.
- Friends' opinions do not always reflect those of employers.

An applicant who dresses for success will be viewed as a potentially successful employee. The basics of professional business attire, complemented by individual preferences of color and style, meticulous grooming, and confidence in one's appearance add up to a successful image. A good appearance has nothing to do with brand labels, beauty, or good looks. Someone with a good appearance looks fresh, clean, and proud.

Remember, you are dressing for the interview, not the job. Company culture may dictate a different type of dress; you will adapt to this after you have begun the job.

Quality garments designed in conservative business styles are preferred. Careful laundering and ironing support the image of an individual who is attentive to details, organized, careful, thorough, confident and proud. Well-coordinated colors, fabrics, and styles that are both flattering and comfortable are essential to an individual's business wardrobe.

Hygiene is immensely important: be freshly showered, groomed, and ensure teeth are brushed and your scent is neutral.

- *Accessories:* Accessories should be simple. Limit jewelry to earrings, a necklace, a watch, or a bracelet. Earrings should be small and should not hang too long. Avoid large, distracting styles. If rings are worn, limit them to one or two simple rings that are professional. Avoid facial rings in an interview.
- *Blazers:* Blazers add a finishing touch to dresses, skirts, and slacks and may be paired with a tie. Blazers that are single-breasted or double-breasted are appropriate. They should fit properly and not be wrinkled or torn. Solid colors in camel, navy, and black are most versatile; multicolor checks and plaids are attractive over solid-color skirts or slacks.

- *Blouses*: Blouses should be tasteful, reflecting an image of style, credibility, and effectiveness. The most appropriate colors are white, solid tones, and mid-tones. Avoid blouses that are revealing or transparent.
- *Shirts*: Traditional collared dress shirts are tasteful and versatile wardrobe elements. Pale solid colors are best for coordinating with slacks and a tie. The shirt should be properly fitted to allow for comfort and ease of movement. It must not be wrinkled.
- *Shoes*: Leather/pleather shoes with a closed toe and heel are the most professional. Heels should not be too high. Black, brown, beige, and navy are good color choices and should be coordinated with the suit or skirt color. Avoid wearing patterned shoes or those of extremely bright colors, which draw in the eye. In professional attire, avoid casual footwear such as flip-flops or athletic shoes.
- *Skirts*: A properly fitted skirt is a versatile wardrobe item, coordinating well with blouses, jackets, blazers, and sweaters. The appropriate length for a business skirt is no shorter than three inches above the knee. Black, navy blue, charcoal-grey, light-grey, camel, and beige are good color choices.
- *Slacks*: Slacks should not be wrinkled and should be hemmed neatly. Slacks should always be worn with a quality leather/pleather belt in black or brown.
- *Socks*: Socks that match the color of the slacks are the best choice. Black, dark grey, or dark blue socks are good staple items. Do not wear white socks with professional attire.
- *Suits*: Single-breasted suits are a classic fit and never go out of style. Black, charcoal-grey, light grey, and navy are good color choices. Solid colors are the most versatile; however, a grey suit with a fine pinstripe is stylish and professional.
- *Ties*: Ties make a strong fashion statement, which can help or hinder the professional image. For best results, select ties in solids or patterns. Colors should match or contrast the colors of the suit and shirt. When properly knotted, the tip of the tie reaches the belt buckle. Some ties have a tab on the back to hold the narrow end of the tie in place; a tie clasp or pin is also appropriate.

Appropriate Interview Attire

Appropriate

Blouses
Button-down Shirts
Cardigans
Collared Shirts and Ties
Dresses*
Dress Suits

Inappropriate

Athletic Wear
Ballcaps/Hats
Clothing with Text/Graphics
Denim Jeans/Skirts
Evening Wear
Flip-flops

Pantsuits
Skirts*
Skirted Suits
Slacks
Sports Jackets
Suits
Sweaters
Trousers

Leggings
Mini-Dresses/Mini-Skirts
Overalls
Rompers
Shorts/Skorts
T-Shirts
Transparent/Overly Sheer Items
Work Boots

*No hemlines shorter than 3
inches above knees

Prepare your environment and equipment/tech (remote, both phone and video):

Video: Check all technology: ensure your headphones, microphone, webcam, and computer or tablet are all in working order. The camera should be an adequate distance from you, focusing on your head and shoulders. Ensure that the lighting is adequate (do not sit with windows behind you, as this will create an obscuring shadow) and the background is basic and not distracting or cluttered. It's best to set up a neutral and professional background; if necessary, hang a sheet behind where you are sitting. Be aware of personal items that may be visible behind you and/or on your desk.

Video: Select an area in which to conduct the interview which is quiet and where you won't be interrupted. Notify members of your household that you are participating in a virtual event to better manage potential disruptions, and shut the door (if possible) to prevent pets from making a guest appearance. Remember to mute your cell phone. Finally, close any other tabs on your computer so they won't become potential distractions, and have a hard copy of your resume within reach for quick reference.

Phone: Ensure that you will have a controlled environment in which to conduct the call. Ensure you have a quiet area in which to conduct the entire call without being interrupted or distracted by a pet, roommate, partner, etc. If you know the call reception is poor and/or prone to drops in a particular room, plan ahead and identify an alternate area. To be safe, you may also ask the interviewer at the beginning of the call if it's ok for you to return the call immediately following a dropped call or other phone line interruption. As calls conducted via speakerphone tend to be less clear, if you must conduct the call via speaker, be sure to politely ask the interviewer if that would be all right with them.

During the Interview

Best Practices (General: In Person/Phone/Remote Video)

- Arrive early!
- The interview starts and ends as you approach and depart the location. Be aware of your actions and conversations from the second you enter the facility. Your interview begins the moment you enter the door. Treat everyone with respect! The receptionist may have the final word in deciding whether you are offered the

position or not.

- Bring a notepad for notes; however, do not take notes during the interview. Following the interview, write down key points to be added in your thank you note.
- Bring five clean copies of your resume with a separate page of references.
- Ask for business cards if the interviewer does not give them to you—it will come in handy when you are writing thank you notes.
- Be an active listener instead of just waiting for your turn to speak. Absorb what the interviewer says.
- It's okay to ask the interviewer to repeat the question if you did not understand what they were asking.
- Remember, a little bit of silence in an interview is alright. If you are not sure exactly how to answer a question, do not rush into it. It is alright to pause and say, "That's a great question, Ms. Smith..." and then take a few seconds to think of a great answer.
- Be aware of your movements. Maintain good eye contact throughout the interview, do not fidget or fiddle with items, do not slouch, do not chew gum.
- Observe your audience and mirror the interviewer's demeanor, erring on the side of formality over being casual/familiar.
- Make sure that you have pieces in your portfolio that you can show no matter what the technology is like at the company you are applying with. You never know if their system is down.
- When going over your portfolio, be prepared to discuss the concepts and thought processes behind your projects.
- Do not bring up salary or benefits. Let them introduce the topic. If asked, never give an exact salary, always give a range.
- Ask for a timeline regarding filling the position.
- As you wrap up the interview, always try to give yourself a reason to follow up with the interviewer. For example, you might want to say something like *"Thank you again for your time, Ms. Smith. You mentioned earlier that you will be interviewing through the end of this week. I am extremely interested in this opportunity; would it be alright if I followed up with you sometime next week?"*

Additional Phone Tips

- Throughout the call, try to smile while speaking, as the interviewer will be able to hear this in your voice. Speak clearly and in a congenial, even tone, ensuring that you are neither shouting nor speaking too quietly, while also being careful not to speak too quickly or interrupt the interviewer. Be conversational and try not to sound rehearsed, even if you have prepared the answers to some questions in advance.
- It's a good idea to take notes throughout the interview so that you may recall points from the discussion; these points may be relevant in follow-up interviews. It's also good to have important topics written down for your own reference as you continue with your job search. Right before ending the call, thank the interviewer for their time and be sure to ask what the next steps in the interview process are.

Additional Remote Video Tips

- Right after turning on the device and immediately before the interview, conduct a 'self-check' via the software's preview function to ensure the audio is functional and at the correct volume and the visuals are acceptable.
- *Google Meet*: Plan on accessing the meeting's waiting room via the provided link about ten minutes prior to the scheduled meeting time. You may wait to actually enter the meeting until you see the interviewer has also joined.
- *Zoom*: The interviewer will likely have a waiting room set up. Enter the waiting room about ten minutes prior to the call and be prepared to start the interview at any time, as your audio and video will begin as soon as they let you into the meeting.
- At the onset of the call, you should ask the interviewer if the audio and video is okay with them, as well as establish communication protocols to follow in the event an AV/internet failure occurs, i.e. whether to continue the interview via a call from a silenced cell phone. An interviewer won't fault an interviewee for equipment failures, and having a plan identified in advance will prevent stress if an issue occurs.
- Throughout the conversation, do not eat, drink (a quick sip of water to ease a scratchy throat is acceptable), or fidget. Try to be aware of and avoid any nervous movements, such as tapping a pen or swiveling in your chair. Furthermore, do not type up notes at the same time as the interview. Instead, these should be written immediately following the interview.

Answering Questions

Three Types of Interview Questions

There are three types/categories of questions which are commonly asked during interviews. Identifying which type of question is being asked can help you ascertain what kind of information they are looking for, and thus how best to respond.

- **Standard**: These questions are broad and are applicable in numerous fields - "Why should we hire you?" (Number one question)
 - Can be focused on assessing whether your personality, goals, career trajectory, work expectations, soft skills, opinions, values, etc. are a good fit for both the company (specifically the company culture) and the particular role.
- **Field-Specific**: These questions are focused on assessing how skilled you are in the subjects specific to the particular role - "Can you tell me about your experience with Adobe Photoshop?"
 - Focused on ascertaining your level of experience performing the key tasks associated with the role. Looking for more details and examples of you using your 'hard' skills in the past. May include questions about your creative processes and specific methodologies/techniques.

- **Behavioral:** These questions operate under the assumption that your past behavior will indicate your future behavior - “Tell me about a time when you realized, after completing a task or project, that your team made a mistake. What did you do?”
 - For example, if you have shown initiative in a club or class project, you are likely to show initiative when you are working. Many employers are using this technique of “behavioral interviewing”. They ask a question that requires the candidate to state a behavior. These questions often start with “Tell me about a time when...”.
 - Have real-life examples prepared. Most of these questions focus on a specific skill, such as communication skills, or how you handle working with others. You may be asked about your initiative, leadership, planning and organization, ability to meet deadlines, flexibility, creativity, innovations, and decision-making.

Standard Interview Questions: Examples

Can you tell me a little about yourself?

Talk about your experiences, qualifications, and accomplishments—not your childhood, family, or hobbies. You can discuss what led you to be interested in this career path.

What do you know about the company?

Employers want to know that you have researched their company and learned more about them. Show that you understand the company’s goals, products, and endeavors, and then personalize it by sharing why you are drawn to their company in particular and how you can support their goals. Review the organization’s mission/vision and values statement.

Why do you want to work here?

The interviewer is listening for an answer that indicates you have given this some thought and are not sending out resumes just because there is an opening.

What are your goals?

Sometimes it’s best to talk about short-term and intermediate goals. Regardless, be truthful.

What are your strengths? How do people describe you?

List three to five characteristics to describe yourself that show a good fit for the position. Also share a few real-life examples of how you have demonstrated these characteristics. Share your old performance appraisals and boss’ quotes.

What are your challenges (weaknesses)?

This is the most dreaded question of all. Handle it by emphasizing your strengths. Stay away from personal qualities and concentrate on professional traits. Interviewers are trying to gauge self-awareness and honesty with this question. Keep it positive! Focus on something you struggle with and how you have taken steps to improve or correct that area

of weakness. Do not mention any challenges (weaknesses) that are considered requirements for the position.

When were you most satisfied in your job?

The interviewer wants to know what motivates you. If you can relate an example of a job or project when you were excited, the interviewer will get an idea of your preferences.

Why should we hire you?

Summarize your experiences and emphasize your interest in this particular company and position. Your answer should cover three points: how can you do the work and deliver great results, how will you fit in with the team and workplace culture, and what qualities make you a better hire than other candidates. Provide concrete statements and examples.

What can you do for us that other candidates can't?

What makes you unique and sets you apart from other candidates? Assess your experiences, skills, and traits. Summarize concisely.

What salary are you seeking?

It is to your advantage if the employer tells you a range first. Prepare by knowing the going rate in your geographic area.

Frequently Asked Interview Question Examples: Standard/Field-Specific

The Company and the Job

- Why are you interested in this company?
- Why do you want to work for this company?
- What is your knowledge of the position for which you are applying?
- What do you think it takes to be successful in a company like ours?
- What characteristics do you think this job requires?
- What do you think are the most important skills needed to do this job?
- In what ways do you think you can contribute to this company?
- What qualities will support a person's success in this job?
- If you were hiring for this position, what qualities would you look for?
- Describe the relationship that should exist between supervisor and subordinates.
- What would you change about our company if hired?
- What kind of salary are you looking for?
- Are you willing to work overtime?
- Why should I hire you?

Education and Training

- Did you fully apply yourself as a student?

- Describe a major class and/or internship project.
- Why did you select your college?
- What led you to choose your major/field of study?
- What college subjects did you like most or least?
- How has college contributed to your personal and professional development?
- Describe your most rewarding college experience.
- Do you plan to further your education?

Leadership, Organization, and Planning

- What do you really want to do in life?
- What are your career goals?
- How do you plan to achieve your career goals?
- Where do you see yourself in three to five years?
- What do you expect to be earning in five years?
- Which is more important to you, the money or the job?
- How did you choose your major in college?
- What are the most important rewards you expect from your career?
- What were the responsibilities of your last job?
- How do you schedule your workday?
- When you are given a major project, how do you go about getting it done?
- What have you done that shows initiative and willingness to work?
- If you were in charge of a team project, how would you organize and delegate responsibilities?
- How would you describe your leadership style?
- What applied theories and concepts would you use in this position?

Technical Skills and Qualifications

- What computer skills and knowledge can you bring to this position?
- What kind of equipment can you operate?
- With which computer languages are you familiar, and can you program in any of them?
- What qualifications make you feel that you will be successful in your career?
- If hired, what special abilities would you bring to this position?

Maturity, Judgment, and Poise

- Tell me about yourself...
- How would you describe yourself?
- What motivates you to put forth your greatest effort?
- What are your greatest strengths and weaknesses?
- Describe a difficult situation you encountered at work.
- How do you work under pressure?
- What have you learned from previous experience?
- In what kind of environment are you most comfortable?
- In what part-time or summer jobs have you been most interested?

- From what accomplishments have you derived the most satisfaction?
- How did previous employers treat you?
- How do you determine or evaluate success?
- Describe your most recent supervisor.
- What did you like or dislike about that supervisor?
- How would you describe your ideal job?

Behavioral Interviewing Questions: Information and Examples

These questions are based on the premise that past behavior is the best predictor of future behavior. For example, if you have shown initiative in a club or class project, you are likely to show initiative when you are working. Many employers are using this technique of “behavioral interviewing”. They ask a question that requires the candidate to state a behavior. These questions often start with “Tell me a time...”. Have real-life examples prepared. Most of these questions focus on a specific skill, such as communication skills, or how you handle working with others. You may be asked about your initiative, leadership, planning and organization, ability to meet deadlines, flexibility, creativity, innovations, and decision-making.

Conflict Resolution:

Tell me about a personal conflict you have faced at work, and how you dealt with it.

The interviewer is trying to get a sense of how you handle conflict and other personalities. Focus on how you handled the situation professionally and productively, any conflict management skills you used (such as active listening), and how it was resolved.

- Describe a situation in which you were disappointed with your performance.
- Describe a situation in which you were able to successfully overcome personality conflicts in order to achieve results.
- Describe a situation in which a person in a position of authority tested your ability to influence them.
- Tell me about a time when you realized, after completing a task or project, that your team made a mistake. What did you do?
- Describe a time where you experienced clear tension or conflict with another co-worker, supervisor, or work acquaintance.
- Tell me about a time in which it was critical for you to maintain the confidentiality of a co-worker.
- Describe your most difficult experience communicating with someone.
- Describe a situation where you had to give an open, honest, and candid response to a tough issue.
- Tell me about a time when you had to support a project led by someone who was very difficult to get along with.
- Tell me about a time when you had to challenge the status quo.

Coping Mechanisms & Versatility:

Describe a time when you had significant stress or pressure.

Every job has its own stressors. Your answers should demonstrate how you meet a stressful situation head-on, any healthy stress management techniques you use, and how you accomplish your goals or meet deadlines.

- Describe an aspect of your current job that reflects your ability to work under pressure.
- Describe a situation in which a customer or co-worker has caused you to behave with less maturity and professionalism than usual.
- Describe how you managed your time on an unusually hectic day.
- Do you plan in advance, and if so, how far? Describe a situation in which you benefited by planning.
- Describe a situation in which you demonstrated the ability to “go with the flow”.
- Tell me about a time when you received some difficult feedback.

Leadership:

When have you demonstrated leadership?

Your answers should display your overall leadership experience and potential.

- Describe a situation in which you made a sacrifice in order to get a job done.
- Tell me about a time when you had to take responsibility for something that went wrong.
- Describe a time when you provided constructive feedback to a direct report who was not carrying their weight on a team or a project.
- Tell me about a time when it was important for you to keep others informed in order to meet a deadline.
- Tell me about a time in which you were working with a team and it was necessary to make a collaborative decision, yet there did not appear to be consensus in the group.
- Tell me about the last time that you empowered an individual to take on a highly visible project or task.
- Describe a situation where planning ahead led to a decision with positive results.

Task and Self-Management:

Tell me about a time you set a goal for yourself.

Your answers should demonstrate how you manage multiple responsibilities, prioritize and organize your workflow, and meet deadlines.

- Tell me about a time you improved the process involved in a daily task.
- Tell me about a time when you had more to do than time would allow.
- Describe a situation in which it was necessary to delegate some of your own tasks to others on your team in order to make room on your plate for other key initiatives.

Decision-Making and Problem-Solving:

Tell me about a time you provided a creative solution.

Your answers should illuminate how you have shown innovation and problem-solving skills. Be sure to describe the challenge, how you came up with a creative solution, and the results.

- Some creative individuals require a stimulating environment to facilitate their productivity. Other creative personalities seem to be productive regardless of their immediate work environment. Describe a situation which indicates which type you are.
- Describe the types of activities in your last job that enhanced your creativity.
- Describe a situation in which your skills were not a match for the problem you were attempting to solve.
- Describe a situation which indicates whether you are more logical or intuitive in solving problems.
- Tell me about a time when you had to make an important decision rather quickly and without a lot of information or data.
- Tell me about a time when someone asked you to do something you felt was a stretch for your skill set; in other words, something you felt somewhat “underqualified” to take on.

Unlawful Interview Questions

The Equal Opportunity Commission (EEOC) limits employers in the type of questions they may ask candidates. It is unlawful for employers to ask for some very specific information prior to hiring an applicant. These unlawful questions are generally surrounding applicants’ ethnicity, age, gender identity, parental status, marital status, health/disabilities, religion.

It is unlawful for employers to ask for the following information prior to hiring an applicant:

- Maiden name of a married person.
- Original name of an applicant whose name has been changed by court order or otherwise.
- Whether the applicant rents or owns their own home.
- Birthplace of applicant.
- Birthplace of applicant’s parents, spouse, or close relatives.
- Photograph of the applicant.
- Information on how the applicant acquired fluency in a foreign language.
- Information regarding military experience or type of discharge.
- Memberships in clubs, societies, and lodges that are not job-related.
- Complexion, coloring, or color of skin.
- Whether an applicant has been arrested.*
- Whether the applicant has a disability.
- Whether the applicant has been treated for any diseases.
- Medical condition or history.
- Physical defects or impairments.

- Treatment by a psychiatrist or psychologist.
- Treatment for drug addiction or alcoholism.
- History of mental condition.
- Whether the applicant is taking prescribed drugs.
- Whether the applicant has ever filed a Workers Compensation claim.
- How many times the applicant has been absent from a job because of illness.
- Marital status.
- Employment of spouse.
- Ages of children.
- Childcare arrangements.
- Intention to have more children.
- Names, addresses, or other information concerning applicant's children or other relatives.
- Age or date of birth - However, asking if you are over 18 is legal.
- Date of high school graduation.
- Citizenship or citizenship of parents.
- Religious denomination.
- Religious affiliations, church, parish, pastor, or religious holidays observed Note: *Faith based organizations are permitted to assert your religious beliefs as considered a bona fide occupational qualification.*
- Information about the applicant's lineage, ancestry, national origin, descent, parentage, or nationality.
- Gender of applicant.

*In the state of Minnesota, employers may not ask, consider, or require applicants to disclose criminal history until they are selected for an interview, or, if no interview is held, until a conditional offer of employment is made.

While asking questions pertaining to the specific subjects listed above is unlawful, at times, these types of questions may still be asked. When this happens, there's no right or wrong way to proceed, and ultimately, you must decide what's best for you.

Four Options for Answering Illegal Questions

Answer it:

If you think the interviewer was simply trying to get to know you, and naively asked the question, you can choose to answer. Consider the intent of the question. For example, was the interviewer asking about your birthplace because he or she grew up in the same area and is trying to get to know you? If you are comfortable answering, then it's fine to do so.

Side-step it:

You could discretely refuse to answer the question but address the concerns that they raise. For example, if your interviewer asks you whether or not you have children, he or she might really be getting at whether your family responsibilities would interfere with the

frequent travel that the job requires. You could respond by saying something like “I can assure you that my personal life will not interfere with my professional responsibilities.”

Question the relevance:

You can ask your interviewer how the question relates to the position you’re interviewing for. This may alert them to the inappropriate nature of their question. For example, asking them “Can you please rephrase the question? I don’t understand the connection to this role.” may set them back on track.

Refuse the question and/or leave the interview:

If you feel that they are asking an inappropriate or discriminatory question, you can refuse to answer their question and either try changing the subject, or you could choose to excuse yourself from the interview.

Ending the Interview

Best Practices (General: In Person/Phone/Remote Video)

- Make sure you also ask questions! Interviewers will normally conclude the interview by asking “Is there anything you’d like to ask us?”. The worst thing you can do is say that you have no questions! Asking informed, insightful questions shows that you care enough about the role to have researched it beforehand and are genuinely interested in it. You must research the company prior to the interview so you can incorporate your findings into thoughtful questions for the interviewer. If you can’t ask for more information regarding a point an interviewer spoke on during the interview, you may ask more general questions about the company or role:
 - Could you please describe a typical workday in this role?
 - What does success look like for this specific role, and how is this success measured/gauged?
 - Why do you like working here?
 - How would you describe the company/organizational culture or atmosphere?
 - What are the potential avenues for advancement associated with this position and/or what is the process for advancement within the organization?
 - What are the future plans/goals of the organization?
 - What is the company structure?
 - Has there been recent growth in certain areas of the organization?
 - What other individuals and/or departments would I be working with regularly?
 - In what area(s) does the organization excel or have limitations?
- Make sure you have the interviewer’s name, title, and contact information
- Ask for a timeline regarding filling the position.
- As you wrap up the interview, always try to give yourself a reason to follow up with

the interviewer. For example, you might want to say something like “Thank you again for your time, Ms. Smith. You mentioned earlier that you will be interviewing through the end of this week. I am extremely interested in this opportunity; would it be alright if I followed up with you sometime next week?”

After the Interview

Best Practices (General: In Person/Phone/Remote Video)

- Ensure that you send a thank you email within 24 hours of the interview. Thank your interviewer for their time and consideration. Remember, this is your opportunity to reiterate why you should be the candidate of choice.

Thank You Letter Etiquette

Following an in-person interview, it is important to send a thank you email within 24 hours. The purpose of this thank you message is two-fold. One purpose is to properly thank them for their time. Secondly, this email demonstrates your initiative to follow up, active listening skills, and your attention to detail. The message should restate your interest in the position, bringing your name to the forefront again. The thank you letter is your opportunity to reinforce why you should be the candidate of choice.

Thank You Letter Structure (Email Body)

Dear Mr./Ms. (Interviewer’s Name):

<

< 2 Spaces

First Paragraph: Thank the interviewer for discussing the opportunity with you. Be sure to name the specific position. Include a reference to something you spoke about and address how you would meet the needs/qualifications of the organization.

< 1 Space

Second Paragraph: Elaborate on how, after the conversation, you feel your skills align with the position. Demonstrate that you were actively listening by providing more thoughts about something you discussed in the interview. Remember, like the cover letter, the reader will consider this an example of your writing skills.

< 1 Space

Third Paragraph: Include one last thank you and share your enthusiasm to hear back from them or your plan to follow up.

< 1 Space

Sincerely,

< 1 Space

Your typed name

Sample Thank You Letter—Sample 1

Sent via email within 24 hours of interview.

Dear Ms. McElroy:

I enjoyed meeting with you and Mr. Smith yesterday morning. Thank you for the opportunity to review my work and discuss my background and qualifications as they pertain to our industry. The business philosophy at ABC Graphics and your vision for the future is very exciting!

Per our conversation, I feel confident that my education, training, and experience in the field of Graphic Design would be of great benefit to ABC Graphics. You discussed the importance of teamwork—please know that I work very well in a team environment, as well as independently.

Again, thank you for your time and I look forward to the possibility of working with you in the future.

Sincerely,

Jessica Thompson

Sample Thank You Letter—Sample 2

Dear Mr. Tyler:

Thank you for the opportunity of interviewing for the Sign Maker position last Monday afternoon, especially during a busy work day. I also wanted to thank Sarah and the others for the tour of the facility. I am impressed by the enthusiasm displayed by the staff. The atmosphere made me feel welcome and I am sure customers feel that way as well.

I am very interested in pursuing an opportunity in the area of sign production and very much appreciate your consideration for this position. The prospect of working in a position that is varied and includes hands-on skills is very appealing to me. If you should have any additional questions concerning my qualifications, please do not hesitate to contact me.

Best regards,

Joy Johnson

Sample Thank You Letter—Sample 3

Dear Mr. Roth:

I enjoyed meeting you and your colleagues this afternoon. Thank you for the opportunity to review my work and discuss my background and qualifications as they pertain to our industry. The business philosophy at National Lens and the vision for your organization's future is very exciting!

Per our conversation, I feel confident that my education, training, and experience in the field of photography would be of great benefit to National Lens. As you mentioned, it is important that your candidate of choice is creative, possesses a positive attitude, and works well in an established team environment. Please be assured that I would not only meet but exceed your expectations.

Once again, thank you for your time and consideration.

Sincerely,

Edward Barton

Salary Negotiations

Beginning Negotiations

- Have a reasonable figure in mind; you are not held to this number
 - Use words like open, competitive, negotiable, and flexible
- Do not base your salary request on your most recent salary
- Discover what the position is worth, look at salary surveys

Preparing a Salary Range

- Be armed with the information that you need to negotiate
- Prepare a personal salary range
 - Minimum salary: What is the absolute minimum that you would accept? Do not disclose this number
 - Market salary: What is the average person with your skills and experience making in the market?
 - Dream salary: Determine what would be the best you could hope for and negotiate down from that number; it is always easier to lower your original number than to raise it
- Other forms of compensation: Consider what else they are offering in addition to salary (insurance, parking stipend, stock purchase plan, retirement plan, personal time, vacation time, etc.)

During Negotiations

- Always attempt to discuss salary in person rather than over the phone
- Be reasonable and realistic; many companies do not negotiate for entry level positions
- Get the employer to offer the first concrete figure

After Negotiations

- Once you have made your decision, accept the job verbally
- Get the offer in writing, ask for a confirmation or offer letter
- Give a start date that allows you sufficient time to depart from your current employer in a professional manner (two weeks is standard)

More Information

- PayScale Salary Information
 - <https://www.payscale.com/>
- Minnesota Salary Survey
 - <http://www.deed.state.mn.us/lmi/tools/oes/default.aspx>
- ISEEK's Wage and Employment Data Page
 - www.iseek.org
- Bureau of Labor Statistics
 - <https://bls.gov/>

Salary Conversion Chart

Hourly	Weekly	Monthly	Annually
\$12.00	\$480.00	\$2,080.00	\$24,960.00
\$12.50	\$500.00	\$2,166.67	\$26,000.00
\$13.00	\$520.00	\$2,253.33	\$27,040.00
\$13.50	\$540.00	\$2,340.00	\$28,080.00
\$14.00	\$560.00	\$2,426.67	\$29,120.00
\$14.50	\$580.00	\$2,513.33	\$30,160.00
\$15.00	\$600.00	\$2,600.00	\$31,200.00
\$15.50	\$620.00	\$2,686.67	\$32,240.00
\$16.00	\$640.00	\$2,773.33	\$33,280.00
\$16.50	\$660.00	\$2,860.00	\$34,320.00
\$17.00	\$680.00	\$2,946.67	\$35,360.00
\$17.50	\$700.00	\$3,033.33	\$36,400.00
\$18.00	\$720.00	\$3,120.00	\$37,440.00
\$18.50	\$740.00	\$3,206.67	\$38,480.00
\$19.00	\$760.00	\$3,293.33	\$39,520.00
\$19.50	\$780.00	\$3,380.00	\$40,560.00
\$20.00	\$800.00	\$3,466.67	\$41,600.00
\$20.50	\$820.00	\$3,553.33	\$42,640.00
\$21.00	\$840.00	\$3,640.00	\$43,680.00
\$21.50	\$860.00	\$3,726.67	\$44,720.00
\$22.00	\$880.00	\$3,813.33	\$45,760.00
\$22.50	\$900.00	\$3,900.00	\$46,800.00
\$23.00	\$920.00	\$3,986.67	\$47,840.00
\$23.50	\$940.00	\$4,073.33	\$48,880.00
\$24.00	\$960.00	\$4,160.00	\$49,920.00
\$24.50	\$980.00	\$4,246.67	\$50,960.00
\$25.00	\$1,000.00	\$4,333.33	\$52,000.00
\$25.50	\$1,020.00	\$4,420.00	\$53,040.00

\$26.50	\$1,060.00	\$4,593.33	\$55,120.00
\$27.00	\$1,080.00	\$4,680.00	\$56,160.00
\$27.50	\$1,100.00	\$4,766.67	\$57,200.00
\$28.00	\$1,120.00	\$4,853.33	\$58,240.00
\$28.50	\$1,140.00	\$4,940.00	\$59,280.00
\$29.00	\$1,160.00	\$5,026.67	\$60,320.00
\$29.50	\$1,180.00	\$5,113.33	\$61,360.00
\$30.00	\$1,200.00	\$5,200.00	\$62,400.00
\$30.50	\$1,220.00	\$5,286.67	\$63,440.00
\$31.00	\$1,240.00	\$5,373.33	\$64,480.00
\$31.50	\$1,260.00	\$5,460.00	\$65,520.00
\$32.00	\$1,280.00	\$5,546.67	\$66,560.00
\$32.50	\$1,300.00	\$5,633.33	\$67,600.00
\$33.00	\$1,320.00	\$5,720.00	\$68,640.00
\$33.50	\$1,340.00	\$5,806.67	\$69,680.00
\$34.00	\$1,360.00	\$5,893.33	\$70,720.00
\$34.50	\$1,380.00	\$5,980.00	\$71,760.00
\$35.00	\$1,400.00	\$6,066.67	\$72,800.00
\$35.50	\$1,420.00	\$6,153.33	\$73,840.00
\$36.00	\$1,440.00	\$6,240.00	\$74,880.00
\$36.50	\$1,460.00	\$6,326.67	\$75,920.00
\$37.00	\$1,480.00	\$6,413.33	\$76,960.00
\$37.50	\$1,500.00	\$6,500.00	\$78,000.00
\$38.00	\$1,520.00	\$6,586.67	\$79,040.00
\$38.50	\$1,540.00	\$6,673.33	\$80,080.00
\$39.00	\$1,560.00	\$6,760.00	\$81,120.00
\$39.50	\$1,580.00	\$6,846.67	\$82,160.00
\$40.00	\$1,600.00	\$6,933.33	\$83,200.00
\$40.50	\$1,620.00	\$7,020.00	\$84,240.00
\$41.00	\$1,640.00	\$7,106.67	\$85,280.00
\$41.50	\$1,660.00	\$7,193.33	\$86,320.00
\$42.00	\$1,680.00	\$7,280.00	\$87,360.00
\$42.50	\$1,700.00	\$7,366.67	\$88,400.00
\$43.00	\$1,720.00	\$7,453.33	\$89,440.00
\$43.50	\$1,740.00	\$7,540.00	\$90,480.00
\$44.00	\$1,760.00	\$7,626.67	\$91,520.00
\$44.50	\$1,780.00	\$7,713.33	\$92,560.00
\$45.00	\$1,800.00	\$7,800.00	\$93,600.00
\$45.50	\$1,820.00	\$7,886.67	\$94,640.00
\$46.00	\$1,840.00	\$7,973.33	\$95,680.00
\$46.50	\$1,860.00	\$8,060.00	\$96,720.00
\$47.00	\$1,880.00	\$8,146.67	\$97,760.00
\$47.50	\$1,900.00	\$8,233.33	\$98,800.00
\$48.00	\$1,920.00	\$8,320.00	\$99,840.00
\$48.50	\$1,940.00	\$8,406.67	\$100,880.00
\$49.00	\$1,960.00	\$8,493.34	\$101,920.00
\$49.50	\$1,980.00	\$8,580.00	\$102,960.00
\$50.00	\$2,000.00	\$8,666.67	\$104,000.00
\$50.50	\$2,020.00	\$8,753.33	\$105,040.00
\$51.00	\$2,040.00	\$8,840.00	\$106,080.00
\$51.50	\$2,060.00	\$8,926.67	\$107,120.00
\$52.00	\$2,080.00	\$9,013.33	\$108,160.00
\$52.50	\$2,100.00	\$9,100.00	\$109,200.00
\$53.00	\$2,120.00	\$9,186.67	\$110,240.00
\$53.50	\$2,140.00	\$9,273.33	\$111,280.00
\$54.00	\$2,160.00	\$9,360.00	\$112,320.00
\$54.50	\$2,180.00	\$9,446.67	\$113,360.00
\$55.00	\$2,200.00	\$9,533.33	\$114,400.00
\$55.50	\$2,220.00	\$9,620.00	\$115,440.00
\$56.00	\$2,240.00	\$9,706.67	\$116,480.00
\$56.50	\$2,260.00	\$9,793.33	\$117,520.00
\$57.00	\$2,280.00	\$9,880.00	\$118,560.00
\$57.50	\$2,300.00	\$9,966.67	\$119,600.00
\$58.00	\$2,320.00	\$10,053.33	\$120,640.00
\$58.50	\$2,340.00	\$10,140.00	\$121,680.00
\$59.00	\$2,360.00	\$10,226.67	\$122,720.00
\$59.50	\$2,380.00	\$10,313.33	\$123,760.00
\$60.00	\$2,400.00	\$10,400.00	\$124,800.00

Phone Screens/Virtual Interviews: Digging Deeper

The following information on remote (phone/virtual) interviewing, introduced across earlier pages in the guide, has been compiled below for convenience and ease of access.

Phone Screens

Before the Call

Oftentimes, the first communication you receive from a potential employer after you submit your application will be an invitation to a phone screen. This first communication with an employer may be called any number of things: phone screen, initial interview, introductory interview, or even just a 'conversation'. No matter which terminology they utilize, this is often the first step in the interview process. At this stage, they have already read through your resume and cover letter, thus, they know your qualifications and you, at least on paper, meet their requirements. Therefore, phone screens are intended to weed out candidates who are unable to further articulate how they are the best candidate for the position, who don't fit with the company culture, or whose salary expectations don't align with what they are prepared to offer.

Just as you would for an in-person interview, the date/time, name of the interviewer, and their contact information should be confirmed in advance. Be prepared to answer the call ten minutes prior to the scheduled time, as well as to stay on the line up to twenty minutes past the scheduled end time in case the call goes long.

Another preparation step in alignment with those required for an in-person interview is to research the company (via perusing their website, LinkedIn, Facebook, Twitter, and industry news sites) in order to become familiar with its goals, values, company culture, recent work, notable projects, etc. Make note of pertinent details so you may bring them up at appropriate points in the conversation; you can also ask the interviewer questions based on the information you have gathered.

Beyond researching the company, you should also look up your interviewer on LinkedIn; note their position within the company, how long they've been employed there, and any recent posts they have made. This knowledge can provide you with more insight into the type of questions you may be asked and help you prepare some good answers in advance. If your interview will be conducted by a recruiter/HR representative/talent acquisition representative, you will likely be asked more general questions regarding your experience, knowledge of the company, and basic qualifications. However, if your interviewer is a direct supervisor or in upper management, you can expect to be asked questions which are more in-depth and are specific to the industry and the job's duties.

As the phone screen is your first actual interaction with the company, the following basic questions will likely be asked (in some variation or another):

- What do you know about the company?

- What drew you to this company?
- Why are you interested in this position?
- Why would you be a good fit for this role?
- What are your salary expectations? *(Identify a reasonable range in advance. Research what this range would be based on the industry, type of position, location, and your own level of experience. More information on this subject can be found on pages 18-20.)*

Other common questions can be reviewed on pages 9-15 of this guide. Review your qualifications and past experiences and identify some potential answers to above questions as well as any other types of questions you anticipate may be asked.

In addition to preparing some answers in advance, come prepared with some questions, too. Sample questions can be reviewed on page 17.

It's also important to ensure that you will have a controlled environment in which to conduct the call. Ensure you have a quiet area in which to conduct the entire call without being interrupted or distracted by a pet, roommate, partner, etc. If you know the call reception is poor and/or prone to drops in a particular room, plan ahead and identify an alternate area. To be safe, you may also ask the interviewer at the beginning of the call if it's ok for you to return the call immediately following a dropped call or other phone line interruption. As calls conducted via speakerphone tend to be less clear, if you must conduct the call via speaker, be sure to politely ask the interviewer if that would be all right with them.

During the Call

Throughout the call, try to smile while speaking, as the interviewer will be able to hear this in your voice. Speak clearly and in a congenial, even tone, ensuring that you are neither shouting nor speaking too quietly, while also being careful not to speak too quickly or interrupt the interviewer. Be conversational and try not to sound rehearsed, even if you have prepared the answers to some questions in advance.

It's a good idea to take notes throughout the interview so that you may recall points from the discussion; these points may be relevant in follow-up interviews. It's also good to have important topics written down for your own reference as you continue with your job search. Right before ending the call, thank the interviewer for their time and be sure to ask what the next steps in the interview process are.

After the Call

Following the call, send the interviewer a brief thank you note to once again thank them for taking the time to discuss your candidacy. The thank you note is also your opportunity to restate your continued interest in the role. Information on writing a quality thank you note, as well as examples, can be found on pages 18-20 of this guide.

Virtual (Zoom) Interviewing

The COVID-19 pandemic has altered the job search landscape. While virtual interviews have existed for years, the global pandemic has massively increased their utilization by employers. It is now quite likely that your first or second interview may be conducted via a web conferencing service such as Zoom, Google Meet, GoToMeeting, etc.

The information provided throughout this guide is, by and large, applicable to both in-person and virtual interviewing, especially pertaining to the research you should conduct prior to the interview, how to analyze the position and prepare potential answers in advance, and which types of questions may be asked. However, due to the difference in environment and the involvement of technology, virtual interviews do require some additional methods of preparation beyond those included in the standard procedure.

Prior to the Interview

Just as you would prior to an in-person interview (refer to pages 2-7 for in-depth guidance regarding the following bullet points):

- Make sure you are familiar with the company's goals and objectives by researching their website.
- Know your interviewer; look them up on LinkedIn.
- Ensure you have completed your Handshake and LinkedIn profiles: include your bio, headshot, and resume.
- Don't wait until the last minute to decide what to wear. Choose your attire for your interview well in advance. Ensure your clothing isn't wrinkled and fits well. Dress as you would for a face-to-face interview; neutral tones are preferable. Avoid detailed patterns, as they may distract the interviewer.
- Have questions prepared for your interviewer.

Check all technology: ensure your headphones, microphone, webcam, and computer or tablet are all in working order. The camera should be an adequate distance from you, focusing on your head and shoulders. Ensure that the lighting is adequate (do not sit with windows behind you, as this will create an obscuring shadow) and the background is basic and not distracting or cluttered. It's best to set up a neutral and professional background; if necessary, hang a sheet behind where you are sitting. Be aware of personal items that may be visible behind you and/or on your desk.

Select an area in which to conduct the interview which is quiet and where you won't be interrupted. Notify members of your household that you are participating in a virtual event to better manage potential disruptions, and shut the door (if possible) to prevent pets from making a guest appearance. Remember to mute your cell phone. Finally, close any other tabs on your computer so they won't become potential distractions, and have a hard copy of your resume within reach for quick reference.

During the Interview

Right after turning on the device and immediately before the interview, conduct a 'self-check' via the software's preview function to ensure the audio is functional and at the correct volume and the visuals are acceptable.

- *Google Meet*: Plan on accessing the meeting's waiting room via the provided link about ten minutes prior to the scheduled meeting time. You may wait to actually enter the meeting until you see the interviewer has also joined.
- *Zoom*: The interviewer will likely have a waiting room set up. Enter the waiting room about ten minutes prior to the call and be prepared to start the interview at any time, as your audio and video will begin as soon as they let you into the meeting.

At the onset of the call, you should ask the interviewer if the audio and video is okay with them, as well as establish communication protocols to follow in the event an AV/internet failure occurs, i.e. whether to continue the interview via a call from a silenced cell phone. An interviewer won't fault an interviewee for equipment failures, and having a plan identified in advance will prevent stress if an issue occurs.

Throughout the conversation, do not eat, drink (a quick sip of water to ease a scratchy throat is acceptable), or fidget. Try to be aware of and avoid any nervous movements, such as tapping a pen or swiveling in your chair. Furthermore, do not type up notes at the same time as the interview. Instead, these should be written immediately following the interview.

During the interview, sit up straight in your chair and do not slouch. Make an effort to look in the webcam lens rather than the screen in order to make eye contact; this builds rapport with the interviewer. However, it's ideal to intermittently peek at the screen to assess the interviewer's reactions to your answers.

Finally, be an active listener and don't forget to smile!

Following the Interview

Ensure that you send a thank you email within 24 hours of the interview. Thank your interviewer for their time and consideration. Remember, this is your opportunity to reiterate why you should be the candidate of choice.

Interview Self Evaluation and Notes:

Company: _____

This is interview: 1st 2nd 3rd Final

Company Description: _____

Interviewer(s): _____

Title on Business Card: _____

Department: _____

Address: _____

Names and Titles of additional contact:

Thank You Letter Sent: YES NO

Position Applied for: _____ Reports to: _____

Job Description: _____

Rate Yourself:

Grooming/clothing choice	1	2	3	4	5	N/A
Promptness	1	2	3	4	5	N/A
Knowledge of company and industry	1	2	3	4	5	N/A
Knowledge of specific job	1	2	3	4	5	N/A
General info related to the field	1	2	3	4	5	N/A
Resume and portfolio	1	2	3	4	5	N/A
Ability to respond to behavioral Q's	1	2	3	4	5	N/A
Overall comfort level	1	2	3	4	5	N/A
Skills and qualification	1	2	3	4	5	N/A
Interest in specific job	1	2	3	4	5	N/A
Interest in the company	1	2	3	4	5	N/A
Personal satisfaction with the interview	1	2	3	4	5	N/A

Questions I answered really well:_____

What were the most difficult questions:_____

My thoughts after the interview, any additional information learned during the interview:_____

Why I think I am “fit” or not “fit” for this company/job:_____

What the interviewer seemed to find the most positive:_____

What the interviewer seemed to find most negative:_____

What the interviewer said that made the biggest impression on me & why:_____

How I rate the interviewer & why:_____

Things I did right:_____

Things I did wrong:_____

What I need to improve:_____

What I learned that I can use again:_____

What I improved over my last interview:_____

The next step:_____

What to remember for the next step:_____
