

A List of Tested Questions

The following chart is arranged so that the reader can easily find questions that are appropriate for use in hiring interviews. In addition, the columns at the right will help the reader identify questions that are likely to yield information about one or more of the four basic factors:

- K** Aptitude or knowledge factor
- I** Intellectual factor
- P** Personality factor
- M** Motivational factor

Thus, the reader who wants to obtain relatively few inputs about intellectual functioning should select some questions from the **I** column and weave them into the next interview. The interviewer should not try to build an interview around these questions. They are offered only as a resource from which a few may be drawn from application in the tested questions step of the Evaluation Model or as ideas in the broad-brush questions of the campus interview model. Usually some experimentation is necessary before the interviewer evolves the most productive repertoire of tested questions.

	Probable Hypothesis			
	K	I	P	M
I. Years Before High School				
Did you do anything in the years before high school that you are particularly proud of?		X		X
As you look back on those years (before high school), was there anything you learned then that you see carrying over to your adult life today?	X	X	X	X
During those years before high school, were there any activities you particularly enjoyed, apart from those in school? What was there about _____ that made it appealing?				X
In your earlier schooling, were there any natural talents or abilities you displayed that your teachers or parents commented about? What part, if any, do they play in your work success today?		X	X	
II. High School				
What degree of difficulty did you encounter in making your grades in school?	X	X		X
During high school, what did you think you wanted to do when you got out into the workaday world?				X
What did you enjoy doing after school?				X
What would you say you learned from your high school experiences that you see carried over to your adult life today?			X	X
III. College or Other Studies				
What do you believe is the basic purpose of a college education?	X	X		X
What do you think is the most valuable contribution it will make to your life?	X	X		
How did you view the importance of grades in college?			X	X
What led you to choose _____ College?				X
What prompted you to pick _____ for your major subject?		X		X
If you had an opportunity to relive your college years, what might you do differently? Why?				X
What subjects did you do best in? Why?	X	X		
What subjects did you do poorest in? Why?	X	X		
What was there about the subjects in your major that made them appealing?		X		X

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What did you learn from your extracurricular experiences that you see helping you today as an adult?	X	X		
What motivated you to seek a college degree?				X
What elective courses did you take? Why did you choose those particular ones?	X	X		X
If you had any part-time jobs while in school, which one(s) did you find most interesting? Why?				X
What would you say is the most important thing you learned from your college career?	X		X	
There is an opinion that student extracurricular activities infringe too much on valuable study time. What do you think about this?			X	X
IV. Work Experience (summer and full-time)				
What changes, if any, have you ever made in your approach to other in order to become better accepted at work?			X	
What kind of people do you like to work with? What makes them pleasant to work with?			X	X
What kind of people do you find most difficult to work with? What is there about them you would like to change?			X	X
In your last job, what would you say were the main drawbacks to pursuing that kind of job as a career?	X			X
Starting with your last job, can you tell me about any of your achievements that were recognized by your superiors?	X	X		
Can you give me an example or two of your ability to manage or supervise others?	X		X	
What are some things you would like to avoid in a job? Why?				X
In your previous job, what kind of pressures did you encounter?			X	
What would you say is the most important thing you are looking for in an employer?			X	X
How do you feel about travel? On the average, how many nights a week would you be willing to be away from home?				X
What are some of the things on your job you think you have done particularly well or in which you have achieved the greatest success? Why do you feel this way?	X	X	X	X
What were some of the things in your last job that you found difficult to do?	X	X		
What are some of the problems you encounter in doing your job? Which one frustrates you the most? What do you usually do about it?			X	X
How do you feel about the progress you have made with your present company?				X
In what ways do you think your present job has prepared you to take on even greater responsibilities?	X	X	X	
What would you say was the most, or least, promising job you ever had? Why do you feel this way?				X
What has been your greatest frustration or disappointment on your present job and why do you feel this way?				X
What are some of the reasons prompting you to consider leaving your present job?				X
What are some things you particularly liked about your last job?				X
Most jobs have pluses and minuses. What were some of the minuses in your last job?				X
Do you consider your progress on the job representative of your ability? Why?	X	X		X
What are some of the things about which you and your supervisor might occasionally disagree?			X	
How do you feel about the way you or others in the department were managed by your supervisor?			X	
In what ways has your supervisor helped you to further develop your capabilities?	X			

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What are some of the things your boss did that you particularly liked or disliked? Why did you feel this way?			X	X
How do you think your boss rated your work performance? What were some of the things he indicated you could improve upon?	X	X	X	
V. Military Career				
What, if anything, would you say you learned from your military service?	X	X	X	
I know a number of appeals are often made to keep people in the service; how did you evaluate the situation—leaving versus staying in?				X
How do you feel about the military's authority structure?			X	
VI. Reactions to the Job and Company				
What do you see in this job that makes it appealing to you that you do (did) not have in your present (last) job?				X
How do you evaluate our company as a place in which to build your future?				X
I know you don't have a good perspective of this job yet—not being in it—but from your present vantage point, what would you say there is about the job that is particularly appealing to you?	X		X	X
What would you say might not be highly desirable?	X		X	X
What is it that you are looking for in a company?				X
VII. Goals and Ambitions				
Where do you see yourself going from here? You may not have any particular goal at this time; but, if you do, what might you be thinking about?				X
What is your long-term career objective?				X
What do you think you need to develop yourself in to be ready for such a spot?	X	X	X	
What do you have going for you that might make you successful in such a job?	X	X	X	
What are some things you would want to avoid in future jobs? Why?	X		X	X
Do you have any particular salary goals or targets [If the candidate describes some, ask why he/she arrived at them.] What makes you think you will be able to earn that kind of income in _____ years?	X	X	X	X
What kind(s) of job or career objectives do you have?				X
Who or what in your life would you say influenced you most with regard to your career objectives?	X		X	X
Can you pinpoint anything specific in your past experience that affected your present career objectives?	X		X	X
What are your salary expectations? What do you consider a fair salary progression from date of employment on?				X
How does your family feel about your career plans?			X	X
VIII. Self-Assessment				
What would you say there is about you that accounts for your progress to date?	X	X	X	X
We've talked a lot thus far about your education and work experience. But how about yourself—your other strengths and weaknesses? What are some of the good qualities or traits you possess?			X	X
How about the other side of the coin? Apart from knowledge or experience, what traits or qualities do you think could be strengthened or improved upon?			X	X
What would you say are some of the basic factors that motivate you?				X
What kinds of things do you feel most confident in doing?	X	X	X	
What do you feel somewhat less confident about doing?	X	X	X	
What are some of the things you are either doing now or have thought about doing that are self-development activities?	X	X	X	X
In what way(s) do you think you have grown most in the part two to three years?	X	X		X

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Can you describe for me a difficult obstacle you have had to overcome? How did you handle it? How do you think this experience affected your personality or ability? [The second and third questions usually are answered without asking.]		x	x	x
How would you describe yourself as a person?	x	x	x	x
If you had your life to live over again, what things would you do differently?	x			x
What do you think are the most important characteristics and abilities a person must possess to become a successful _____? How do you rate yourself in these areas?	x	X	x	x
Do you consider yourself a self-starter? If so, explain why.				x
What things in life that you have been asked to do have you found the hardest?	x	X	x	x
What would you consider your greatest achievement to date? Why?	x	X	x	x
What things give you the greatest satisfaction?				x
What things frustrate you the most?			x	
How do you usually cope with them?	x		x	
IX. Leisure-Time Activities				
What do you enjoy doing in your off hours?				x
What is there about _____ that is appealing to you?		X	x	x
What do you like to avoid getting involved in during your off hours?			x	x
Are there any talents that you use during your leisure time that you have not been able to apply in a work situation?	x	X	x	x