

Interview Guide and Best Practices

Legally speaking, interviewers cannot ask questions as they relate to the following matters:

- Age
- Race
- Ethnicity
- Color
- Gender
- Sex
- Sexual orientation or gender identity
- Country of origin
- Birthplace
- Religion
- Disability
- Marital status
- Family status
- Pregnancy
- Salary history (in most states)

Interview Best Practices for Hiring Managers:

- Schedule and confirm interview – make sure candidates have your address and contact information
- Be clear about the interview process
- Review candidate's resume prior to their arrival
- Be on time and mindful of the candidate's time
- Make the candidate feel welcome – treat them like you would a patient
- Model what you expect of your staff
- Conduct interview in a quiet setting without disruptions
- Be honest about the role and expectations
- Allow candidates to ask questions
- Set clear communication expectations and follow-up with candidates or recruitment team post-interview

Sample Interview Questions:

Tell me about a time at work when you were asked to do something you had never done before. How did you approach the situation? What did you learn?

A candidate that is flexible and has the desire to constantly grow their skill set will be an asset to the team - listen for phrases like “it gives me an excuse to keep learning” in their answer because it shows their willingness to explore new processes, and technology.

What are 3 words your manager would use to describe you? How about your best friend or family members?

Does the candidate use default adjectives or are they unique? Do they go into detail about why these words would best be used to describe them?

Tell me about a challenging project that you worked on that required cross-functional collaboration, how did you tackle it, what did you learn?

Listen for cues that indicate that goals (and how to measure impact) and priorities are established. The best candidates excel at organizing a clear project plan and are also comfortable delegating tasks to benefit the team.

Describe a time when you received criticism or feedback from your manager or a client. How did you react?

The best candidates are the ones who want feedback so they know what they can do to be better; they ask questions, are accountable for mistakes, and take action to remedy the situation quickly.

Give me a specific example of a time when you used good judgment and logic in solving a problem.

A candidate’s answer should give insight into how they deal with challenges, problem solving, stress and if they are resourceful.

Additional Sample Questions:

- Tell me about your past work experience.
- What are you looking to gain from your next position?
- What kind of work environment do you thrive in?
- What areas or tasks do you feel are your strengths? What areas or tasks would you like more exposure to doing or learning in your next role?
- Why do you want to work for our practice?

- Why are you leaving/did you leave your current/last job?
- Tell me about your relationship with your previous manager: How was it productive? How could it have been improved?

Questions you want to steer clear of:

How well do you deal with stress? Can you manage yourself in a crisis?

You might not mean to, but you're making it sound like your practice is in constant crisis. If the job is high stress, as some are, the candidate should know that by now. Instead of hinting at it, tell them upfront with an honest job description.

How well do you deal with strong personalities?

There's a lot to be said about having a lively, culturally diverse work culture—just make sure you're framing it in a positive way.

What's your biggest weakness?

You're unlikely to ever hear a totally honest answer to this question; most candidates will already have a canned answer in mind. Instead, try asking about a specific time they struggled and how they overcame a challenge.

Would you say you're a proactive, detail-oriented team player?

In general, avoid yes-or-no questions as it limits the conversation.

Where do you see yourself in five years?

Instead of putting them in a position where the truth would be awkward, try asking them what they hope to get out of the job—their answer will give you a better sense of their long-term plans.

Where have you worked before? Where did you go to school?

No candidate expects you to read and remember every detail from their resume, but it's always best to review it before, or even during, the interview to get the big-picture items.

So, why don't you tell me about yourself?

Open-ended interview questions are great, but this is a little too open. Are you asking for their life story or work history? Instead, try opening the conversation with something more concrete like 'how did you hear of the opening'.