I. Management & Administrative Positions Structured Interview Questions

1. **Ask the applicant to review the Job Analysis form for the job and ask: *If hired, can you do all these tasks with or without reasonable accommodation***

2. **How did you find out about this job?**
   Identifies your best recruiting sources.

3. **Why do you think you want to work here?**
   Identifies the image your business projects and the applicant's motivation for applying.

4. **Tell me about the very first job you ever did that you got paid for. What did you learn from that job? (Take the applicant through their entire work history by asking these questions for each position.)**
   Work ethic, pattern of career growth (or lack of it), ability to meet challenges.

5. **What do you think it takes to be a good (job title)?**
   Does the applicant see the job the same way you do?

6. **Take me through your day yesterday from A to Z.**
   Activity level.

7. **Tell me about a time you were the leader of a team. What did you enjoy about the experience? What was difficult about it?**
   Ability to direct and motivate others.

8. **Tell me about the manager who inspired you to do your best. Why did this person have this effect on you?**
   An indicator of how best to manage the person if hired.

9. **What's toughest job you ever had and how long did you last at it? Why was it tough? Why did you stick/not stick with it?**
   Stamina / staying power.

10. **In your last position, were you given a performance appraisal? If yes, what did you get your highest rating in and why? What did you get your lowest rating in and why? Could you give me a copy of that appraisal?**
    Past performance is a good indicator of future performance.

11. **On a scale of 1-10, where 10 is best, how would you rate yourself when it comes to (controlling costs) (budgeting) (motivating employees) (dealing with problem employees) (managing vendors) (hiring people)? Give me an example of why you rate yourself that way. What would it take for you to become the next highest number?**
    Competencies.

12. **Tell me about a person you really admire.**
    What people admire are very often traits or skills they wish they too possessed.

13. **What do you like/not like about the restaurant industry and why?**
    Understanding of and commitment to industry.

14. **Do you think it's possible to have fun at work? How do you make work fun for your subordinates?**
    Motivation skills.

15. **When I call your last manager, what will he/she tell me about you?**
    Past performance is a good indicator of future performance.

16. **Do you belong to any professional or trade associations?**
    Commitment to career.

17. **What are you most proud of in your career?**
    Personal motivators.

18. **If you could change one bad decision you've made in the past, which would it be and why?**
    Ability to learn from experience.

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19. **Have you ever been involved in an accident on the job? What caused it? How could it have been prevented? (Do not ask about Worker's Comp and do not ask about injuries.)**
Safety consciousness.

II. Special Questions/Tests for Chef Applicants

1. **What led you to this career?**
Motivators.

2. **Take the applicant to the kitchen and ask him/her to critique the layout and equipment and to make recommendations.**
Job knowledge.

3. **Take the applicant to the kitchen and ask him/her to create a dish with what is on hand.**
Skills.

III. Conclusion

1. **What is the one question you hope I won't ask you?**
May bring to light a potential liability.

2. **I've asked you a lot of questions. What one question would you like to ask me? (After applicant asks his/her question, say: *That's interesting. Why did you ask that?* After the person explains, answer the question).**
Insight into what applicant believes is important.

3. **Is there anything you'd like to tell me about yourself that we haven't covered?**
Ends the interview on a positive note.
If you think you'd like to hire this person, ask them to come back in a couple days with a list of concerns they have about this job.

IV. Second Interview

1. **Ask the applicant to review his/her list of concerns and to rank them in order of importance. Once that is done, ask why each is a concern and then address it.**
Ask yourself, are these concerns legitimate? Review the concerns to get a sense of what "make the applicant tick.

V. Third Interview

1. **Arrange for the applicant to meet one-on-one with another manager or supervisor and a couple of front and back of house staff members.**
Solicit applicant's impressions of staff. Solicit staffs' feedback about applicant.

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Interview Rating Form

Fill out this form immediately after the interview. If you wait even one-half hour, your recall will not be as accurate. This form is of crucial importance when you have two or more good candidates to choose from.

APPLICANT'S NAME: _____ DATE: _____

Instructions: *Rate the applicant in each of the traits listed below to determine suitability for the position. Add up the total score and divide by 8 to arrive at an overall rating.*

APPEARANCE: Consider the applicant's personal appearance, bearing in mind the requirements of the position. Will he or she present a satisfactory appearance as a representative of the restaurant?

1 2 3	4 5 6	7 8 9	10 11 12	13 14 15
Unsatisfactory	Below Average	Average	Above Average	Outstanding

COMMUNICATION SKILLS: Consider the applicant's choice of words, sentences, phrases, and use of slang. Look for simple and correct grammar, hesitations, needless repetition, logic, and coherence as they relate to satisfactory job performance.

1 2 3	4 5 6	7 8 9	10 11 12	13 14 15
Unsatisfactory	Below Average	Average	Above Average	Outstanding

SELF-CONFIDENCE: Does the applicant display the level of self-confidence required by the position?

1 2 3	4 5 6	7 8 9	10 11 12	13 14 15
Unsatisfactory	Below Average	Average	Above Average	Outstanding

ABILITY TO GET ALONG WITH OTHERS: What is the applicant's attitude toward the interviewer? Is this person friendly, polite, and likeable? Is there any sense of indifference, antagonism, or an uncooperative attitude? Does the person have a history of being a good team player?

1 2 3	4 5 6	7 8 9	10 11 12	13 14 15
Unsatisfactory	Below Average	Average	Above Average	Outstanding

PHYSICAL CAPACITIES: Consider the essential mental (IQ) and physical functions (strength, stamina, dexterity, etc.) of the job and the applicant's ability to perform these duties with or without accommodation.

1 2 3	4 5 6	7 8 9	10 11 12	13 14 15
Unsatisfactory	Below Average	Average	Above Average	Outstanding

ATTITUDES: Consider the attitudes necessary for successful job performance (customer service-orientation, honesty, dependability, initiative, etc.) Did the applicant demonstrate the desirable attitudes when discussing his/her work/school/life experiences?

1 2 3	4 5 6	7 8 9	10 11 12	13 14 15
Unsatisfactory	Below Average	Average	Above Average	Outstanding

SKILLS/EXPERIENCE: While it's always preferable to hire for attitudes and train for skills, if you need skills or experience, did the applicant demonstrate he/she can do what's required with little or no further training?

1 2 3	4 5 6	7 8 9	10 11 12	13 14 15
Unsatisfactory	Below Average	Average	Above Average	Outstanding

ERNESTNESS: Does the applicant appear eager to get the job and motivated to succeed? Is this a job that really interests him or her or is this person willing to take anything?

1 2 3	4 5 6	7 8 9	10 11 12	13 14 15
Unsatisfactory	Below Average	Average	Above Average	Outstanding

Total Score_____ Divided by 8 = _____

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