



INTERVIEWING: THE BASICS

MEETING THE CANDIDATE

1. Put the applicant at ease in the interview; establish rapport:

- Provide a warm, sincere greeting, a firm handshake and proper introduction. Be relaxed, make eye contact, and offer a soft drink or coffee. Perhaps engage in small talk.
- Describe the interview format: (e.g., “I’d like to get to know more about you and your background. I will also give you some information about the job and our company. You will have an opportunity to ask me some questions as well.”)

2. Question and listen to the applicant:

- State your questions clearly; *avoid leading questions*. When listening to the applicant, jot down key words to remind yourself of areas that need further explanation. Try not to interrupt.
- Try to ask questions that will facilitate discussion. Avoid questions that require a “yes” or “no” answer.
- If you find that the applicant freezes on a particular question, you may want to go on to the next question.

Listening skills are essential in an interview. It is important to let the applicant speak without being interrupted. Remember, the purpose of the interview is to obtain as much information as possible. While the applicant is speaking, watch his/her body language and facial expressions. These expressions will provide you with additional insight about what is being discussed at the time.

3. Outline the job:

- Describe the position, job requirements, hours, to whom they will report, etc.

4. Inform the Applicant:

- Touch on Qdoba’s working environment, benefits, advancement opportunities, people, leadership, etc.

5. Close the Interview

- Ask if they have any questions or whether there was a particular area you haven’t covered.
- Explain the next step in your process (second interview, etc.)
- Give the applicant a reasonable idea as to when they will hear from you.

PREPARING FOR THE INTERVIEW

DEVELOPING QUESTIONS

When developing questions for an interview, keep in mind the following principles:

- Make sure the questions relate to the qualifications necessary to perform the functions of the job.
- Ask questions one at a time – avoid multiple questions. Do not ask leading questions where the applicant can anticipate the answer you want.
- Develop as many open-ended questions as is practical. This includes problem-solving and situational questions.
- Use words that are familiar to you and the applicant.
- Once the list of job-related interview questions is created, use it consistently for all applicants for the same position.

The interviewer's role is to gather as much information as is necessary to determine whether or not the applicant's qualifications fit the job requirements. In order to do this, the interviewer must be an active listener - allowing the applicant to talk approximately 80% of the time.

Preparing questions beforehand will help the interviewer solicit the type of information needed from the applicant. It will also help the interviewer maintain control of the interview. The key components of an effective interview are careful listening combined with appropriate questioning techniques.

There are 5 types of questions that you may use in the employment interview.

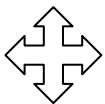
1. Direct Questions

 These questions request specific information and usually receive a short yes/no response.

Direct questions are valuable for focusing on particular issues. Examples are:

- Can you work this schedule?
- Can you perform the essential functions of this position?
- What are your salary requirements?

2. Open-Ended Questions

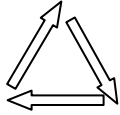


Open-ended questions invite an expression of opinion or explanation. These questions show an interest in the applicant and encourage the sharing of ideas and observations. The open-ended questions draw the applicant out, giving the interviewer more information.

Examples are:

- How would you describe your present responsibilities and duties?
- What are the accomplishments you are most proud of in your career?
- What are you looking for in your next position?

3. Situational Questions



These questions ask the applicant to describe previous situations that are relevant to the current position. Questions that are situational are valuable because past behavior is usually a good indicator of future performance. Examples are:

- How have you handled a situation in the past that required taking care of an irate customer? What was the situation? What did you do? What was the outcome?
- Tell me about a time when you were responsible for handling an emergency situation. What was the emergency? What did you do? What was the outcome?

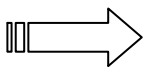
4. Problem Solving Questions



Problem-solving questions ask the applicant to respond to hypothetical job-related problems presented by the interviewer. The answers to these questions can provide insight into the candidate's motivation, resourcefulness, ability to work with others, or other behavioral traits important for success in the job. Examples are:

- It is your first day with Qdoba. You arrive for training at the training restaurant at the prescribed 7:00 a.m. The door is open and you walk in to the sound of the alarm going off. No one else is there, what do you do?
- A mother changes the diaper of her child on top of a dining room table. Several guests openly express their repulsion to you and the mother as tempers flare. There are several people in line waiting for you to get to them. What do you do?

5. Reflective Questions



Interviewers do not plan reflective questions. They arise during the interview and depend on what is said by the applicant. This type of question probes for further information when the applicant's response has been vague or incomplete. Examples are:

- You said you were flexible. Why do you say that?
- You mentioned you had conflict with another employee. What happened, and what did you do to resolve the problem?
- Why did you say you like to work in a team?

MORE COMMON INTERVIEW QUESTIONS:

- Tell me about yourself.
- Why did you leave your last job?
- What is motivating you to make this career change?
- What do you look for in a job?
- What was it about this job that interested you?

- Why do you want to work here?
- What skills and abilities did you learn in your past job that you can bring to Qdoba?
- What salary are you looking for?
- What are your responsibilities in your current job?
- How do you prioritize your work?

- Is overtime a problem?
- How do you typically plan your day? Describe a typical day at (work/school?).
- What was the most satisfying aspect about your current job? What was the least satisfying?
- When are you most satisfied with your work?
- What are some major accomplishments that you contributed to your last job?

- How have you solved complicated problems or issues in your present or past jobs?
- Have you ever volunteered for additional tasks? Like what?
- Have you ever had a boss who was difficult to work for? Why?
- What do you think of your boss?

- Describe your ideal boss.
- How would your boss describe you?
- Have you ever had the opportunity to manage/supervise someone? Did you enjoy it?
- Do you consider yourself to be organized? Willing to do multiple tasks? How so?
- How do you handle conflict?

- Can you work under pressure, deadlines, etc.?
- What motivates you in your work?
- Describe your work ethic?
- Describe what you feel to be an ideal working environment?
- What have you learned from your past jobs?

- What is your management style?
- Do you consider yourself a good manager? Give an example.
- Do you prefer to work by yourself or with others?
- What's your best attribute/worst attribute?
- What additional strengths do you have that we haven't talked about?
- What achievements are you most proud of?

- In what areas do you think you would need more training?
- What are your career goals? What are your future plans?
- What would you like to be doing three (five, ten) years from now?
- Describe a situation where you were under a lot of pressure and how did you handle it?
- What do you do for fun?
- Why should we hire you?

ILLEGAL INTERVIEW QUESTIONS

Always remember, an applicant should only be asked job-related questions. Asking illegal questions may put you and your company in violation of discrimination on the basis of age, race, color, religion, sex, or national origin. Please use the following information as a guide if you are unsure about a topic's relevance to assessing the applicant's qualifications.

Illegal interview questions most often relate to:

- Memberships in organizations associated with a particular race, religion, or ethnic group
- Age
- Gender
- Birthplace
- Marital status
- General inquiries for information about arrests, disabilities or health conditions unrelated to job performance

	Don't Ask!	Okay to Ask
Race, National Origin or Ancestry	<ul style="list-style-type: none"> ▪ Are you a U.S. Citizen? ▪ What is your race? ▪ How do you feel about working with/ being supervised, or supervising a person of another race? ▪ Where were you or your parents born? ▪ What country are you from? ▪ What is your national origin? ▪ What nationality is your name? ▪ What is your spouse's nationality? ▪ What is your maiden name? 	<ul style="list-style-type: none"> ▪ Are you legally eligible for employment in the U.S.? ▪ Do you have the ability to speak/write English fluently? (ask only if job-related)
Language	<ul style="list-style-type: none"> ▪ What is your native language? ▪ How did you acquire the ability to read, write, or speak a foreign language? 	<ul style="list-style-type: none"> ▪ Inquire into languages the applicant speaks and writes fluently (<u>only</u> if the job requires additional languages).
Sexual Preference, Marital Status and Family Arrangements	<ul style="list-style-type: none"> ▪ Are you married? ▪ Are you single/divorced/ separated? ▪ Are you homosexual? ▪ Do you have any children?/How many?/How old? ▪ Are you pregnant? ▪ Are you on birth control? ▪ What are your child care arrangements? ▪ Who lives in your house? ▪ Do you have health care coverage through your spouse? ▪ Will your spouse allow you to travel? 	<ul style="list-style-type: none"> ▪ What hours and days can you work? ▪ Are there specific times that you cannot work? ▪ Do you have responsibilities other than work that will interfere with specific job requirements such as travelling? ▪ Do you have reliable transportation?
Name	<ul style="list-style-type: none"> ▪ What is your maiden name? ▪ Has your name been changed by court order? 	<ul style="list-style-type: none"> ▪ Have you ever used any other name? ▪ Is additional information, relative to an assumed name or nickname, necessary to check job references?
Gender	<ul style="list-style-type: none"> ▪ Do you wish to be addressed as Mr., Mrs., Miss, or Ms.? 	<ul style="list-style-type: none"> ▪ No question would be applicable or appropriate.

	Don't Ask!	Okay to Ask
Disability	<ul style="list-style-type: none"> ▪ Are you handicapped? ▪ Do you have any disabilities? ▪ Are you physically or mentally impaired? ▪ Have you or do you have any medical problems? ▪ Have you had any prior work injuries? ▪ Have you ever filed for worker's compensation? 	<ul style="list-style-type: none"> ▪ Are you able to perform the essential functions of the job for which you are applying?
Religion & Organizations	<ul style="list-style-type: none"> ▪ What is your religious affiliation? ▪ What religious holidays do you observe? ▪ List all clubs, societies, and lodges to which you belong. ▪ What is the name of your church? 	<ul style="list-style-type: none"> ▪ Are there any organizations that you belong to that would be relevant to this job?
Age & Education	<ul style="list-style-type: none"> ▪ How old are you? ▪ What is your date of birth? ▪ Have you ever graduated from High School or College? When? ▪ Did you belong to any ethnic, social or religious affiliations of the schools you attended? Any sororities/ fraternities? 	<ul style="list-style-type: none"> ▪ Are you under the age of 18? ▪ Are you 16 years of age or older? ▪ Can you show proof of age upon hire? ▪ Do you have a high school diploma or equivalent? ▪ Do you have a university or college degree? (depending on position requirements) ▪ What schools have you attended?
Military	<ul style="list-style-type: none"> ▪ What is the status of your discharge? ▪ What was your branch of service? ▪ What is your veteran status? 	<ul style="list-style-type: none"> ▪ What training did you receive in the military?
Arrests & Convictions/ Financial Records	<ul style="list-style-type: none"> ▪ Have you ever been arrested? ▪ How many times? ▪ Have you ever filed for bankruptcy? 	<ul style="list-style-type: none"> ▪ Have you ever been convicted of a felony? If so, when, where, and what was the disposition of the case (only if job-related).
Emergency Notification	<ul style="list-style-type: none"> ▪ What is the name, address and <u>relationship</u> of <u>relative</u> or other individual to be notified in case of accident or emergency? 	<ul style="list-style-type: none"> ▪ What is the name of an <u>individual</u> to be notified in case of accident or emergency? (Will be required upon job hire).
Other	<ul style="list-style-type: none"> ▪ Do you smoke? ▪ What color are your eyes? ▪ What color is your hair? ▪ What is your weight and height? ▪ How long have you lived at your present address? ▪ Do you own your own home? ▪ What was your previous address? ▪ How long did you reside there? ▪ Do you have any foreign residences? 	<ul style="list-style-type: none"> ▪ We have a non-smoking policy, can you adhere to it? • What is your current address?

COMMON MISTAKES APPLICANTS MAKE IN AN INTERVIEW

In addition to listening attentively for appropriate answers to your job-related questions, you should also be observant for some “red flags.” The following items may indicate future problematic behavior by an applicant/potential employee:

- Arrives late for the interview (without an extremely valid excuse).
- Indicates that he/she was late because you gave him/her bad directions.
- Looks disheveled and inappropriately dressed.
- Does not maintain good eye contact with the interviewer.
- Asks something like: “What do you guys do here?”
- Responds in an unfocused, disorganized, and rambling manner.
- Remains low-key and displays no enthusiasm for the job.
- Answers most questions with simple “yes” or “no” answers.
- Appears desperate for a job – any job.
- Badmouths his/her current or former employer.

CLOSING THE DEAL

Considerations when making the final decision to hire:

- How well does the candidate “fit” into the culture and the restaurant?
- Does the applicant show a successful pattern in previous positions (i.e., past performance dictates future performance)?
- Schedule/shift availability
- Impressions from your interview
- References

If you choose to reject a candidate, ***remember to treat all applicants as our customers.*** You should reject the candidate in a way that maintains their dignity. However, you are not required to provide specific reasons why you are rejecting him/her. You might say:

- We don’t feel you have the right qualifications
- We have other candidates more qualified
- We don’t have position available that matches your skills

Be sure to thank all applicants for their time and their interest in Qdoba.