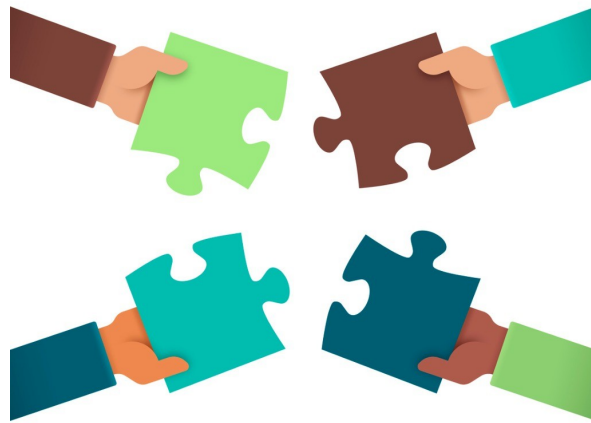


Interviewing Techniques



27 years of...

Executive Search & Consulting For Native American owned businesses

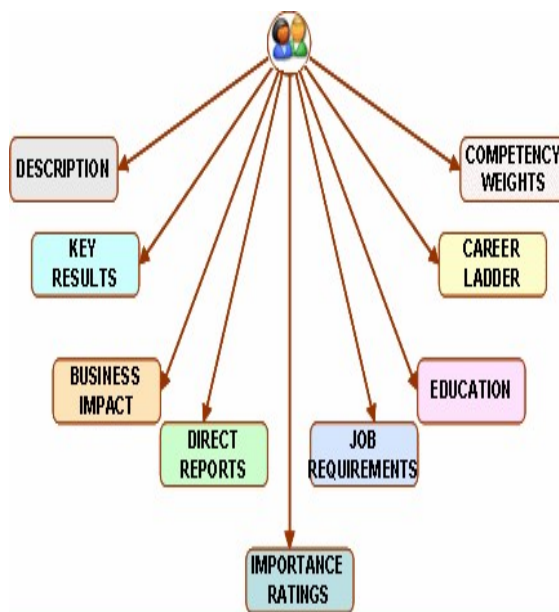
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First Things FIRST!!

You must have an appropriate and complete Job Description:

- Title
- Status (Exempt/Non-Exempt)
- Reports to
- Salary Range
- Supervises
- Department
- Company Overview
- Summary purpose of position and expectations
- Description of Responsibilities
- Description of Duties – managerial, budgetary, technical, scope of authority, etc.
- Skills Required – Software, technical, managerial, budgetary, physical, communications and environment.
- Qualifications – Education and length of time in similar position with comparable responsibilities including: size, scope, budgets, management, personnel, etc.
- Performance Factors – Customer service, attendance, dependability, communications, customer contact, relationships with others, ethics, etc.
- Licensing and other legal requirements
- Any other information that effectively identifies the RIGHT person for the position including; Communication, Leadership, Mentorship, Negotiation and Problem resolution skills.



The following are what to look for when reviewing resumes:

- ✓ Is the candidate's objective clearly defined as to what they are seeking?
- ✓ Are the Qualifications and Accomplishments clearly defined?
- ✓ Does their professional experience technically (i.e. Human Resources Director) and managerially (i.e. 2,000 employees) directly relate to your position?
- ✓ Are all time periods and jobs listed and accounted for?
- ✓ Are measured results listed for each position?
- ✓ Are accomplishments listed for each position?
- ✓ Is the resume neat and easy to read?
- ✓ Is the resume concise and organized?
- ✓ Is the resume an example of good communication skills?
- ✓ In an over view, what are the candidate's actual technical accomplishments and do they pertain to your industry, your operations and position?
- ✓ What are the candidate's supervisory, management and leadership experience levels for the primary responsibilities they would have with your organization? (Size of operation, number of employees, revenue, assets, etc)
- ✓ Does the candidate meet at least 90% or your requirements?

THE FIVE STAGES TO AN INTERVIEW

1. INTERVIEW TIME AND PLACE

- We encourage our clients to:
 - Do a minimum of a 1-2 hour professional interview
 - Do a minimum of a 1-2 hour lunch or dinner meeting with the candidates
 - Show the candidates around your property to meet with some of your team members
 - And take the candidates on a tour of your reservation and show them points of interest

2. BE PREPARED

- Have a complete job description and understanding of the position and the requirements that have been established.
- Have specific questions ready to ask the candidates that cover:
 - Hard Skills - Past experiences specific to your position, what they liked and what they did not like about past positions
 - Soft Skills - Personality, management style, communication style - where they see their strengths and weaknesses, and;
 - Where they want to be in two to five years.

2. INTRODUCTION AND JOB INFORMATION

- Introduce yourselves.
- Allow the candidate to feel comfortable.
- Ask them about their trip and accommodations.
- Give the candidate information on the position. Give them the responsibilities, the objectives to be achieved and the role the position plays in the company's overall picture.



3. QUESTIONS AND CANDIDATE INFORMATION

- Ask specific and measurable questions.
- Ask open-ended questions. Try not to ask questions that allow the candidate to give just a “yes” or “no” answer...give them plenty of time to give you a complete answer.
- Have the candidate clearly define how their experiences and abilities match the position and the challenges.
- Have the candidate be specific on how their experiences developed a positive effect for a previous employer.

4. THE MATCH

- Have the candidate explain why they feel this is a good move for them (or why it may not be) and how they see themselves fitting into the organization.

5. THE CLOSE

- Give the candidate a specific date that you will get back with them with an answer, whether or not you are interested in hiring them.
- Thank the candidates for taking their time to visit with you.
- Candidates are like customers, they will tell their friends about your friendliness and your professionalism.

SAMPLE INTERVIEW QUESTIONS

1. What are you presently doing?
This makes sure the resume you have is current to their present position.
2. How many years have you held this type of position?
Does this meet your position's requirements?
3. What is the most number of people you have supervised?
Is this comparable to your position's requirements?
4. Tell us about the size of your current/most recent employer?
This would be slots, table, bingo seats, hotel rooms, etc...
5. Why are you seeking other employment at this time?
What is motivating them to quite their job and/or pick up and move?
6. Tell us about your area of expertise with regard to this position?
What are their strengths and experiences?
7. How do you motivate and train others?
This should give insight to their management style
8. How should people critique you?
This gives insight in to how they like to be managed.
9. How do you critique others?
This may show emotional security.
10. How many hours per week do you think someone should spend with this position?
This tells what their job commitment capabilities are.
11. What do you know about this operation?
See if they did any homework. Correct wrong information & share what is going on now.
12. Why would you want to work for us?
Understand their motivation to come to work with your organization.
13. What important trends do you see in this industry?
Understand where their beliefs and thoughts are for the future of the operation.
14. If you were to choose your favorite position and company that you have worked for, who and what was it? Why?
15. If you were to choose your LEAST favorite position and company that you have worked for, who and what was it? Why?
16. Why do you think we should hire you?
17. What strengths do you bring to the company?
18. What do you expect from the company that hires you? How can we meet your needs?

SAMPLE INTERVIEW QUESTIONS *continued...*

19. What are the two things you wish to avoid in your next position? Why?
20. How would your last **supervisor** describe you?
21. What would your last **employer** identify as your Strengths?
22. What would your last **employer** identify as your Weaknesses?
23. What would your previous **employees** have to say about you?
24. What did you do when your supervisor made a decision that you strongly disagreed with?
25. Why do you feel you would do a good job here?
26. What kind of working environment (office area) do you prefer? Why?
27. What do you feel makes you a good leader?
28. How would you describe your management style?
29. Please tell us about a person you have mentored and how you did it.
30. Do you prefer working with others or independently?
This shows how they would best fit in the team environment.
31. Tell us about an employee disciplinary situation that may have involved Council and how you handled it.
32. Tell us about a time in which you had to use your communication skills in order to get a point across that was important to you.
33. What do you do when working under pressure, deadlines?
34. Describe the most significant written document, report or presentation, which you have had to complete.
35. What do you consider to have been the major accomplishment of your last job?
36. What personal accomplishments are you most proud of?
37. How would you describe your competitiveness?
38. How would you describe your teamwork abilities?
39. I've noticed you've changed jobs frequently. Why?
40. What has been your biggest challenge or problem? How did you handle this?



SAMPLE INTERVIEW QUESTIONS *continued...*

41. Have you ever been terminated from a position? What were the circumstances?
42. What do you feel would be your top priority in this position? Why?
43. Give specific, real problems that your organization is dealing with and ask how the candidate would, or more importantly ***did*** find solutions.
44. Describe an experience when you did more than was ordinarily expected?
45. Tell us about the two achievements you are most proud of?
46. What kind of working environment (office area) do you prefer? Why?
47. What are your travel and/or relocation requirements?
Eliminate any surprises now.
48. Is there anything in your background that would prevent you from getting and maintaining a gaming license?
49. What do you enjoy doing in your “off” time?
50. If offered the position, when would you be able to start?

**PLEASE CONTACT US FOR ADDITIONAL SAMPLE QUESTIONS
SPECIFIC TO THE POSITIONS THAT WE ARE ASSISTING YOU WITH.**



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SAMPLE BEHAVIORAL INTERVIEW QUESTIONS

These are specific and measurable questions you might want to consider asking. Encourage the candidate to cover people skills as well as technical skills with these questions.

1. Leadership skills

- Ask the candidates to give specific examples of leadership skills they used in creating successful conclusions to projects.
- Why do they feel their leadership skills created this success?

2. Technical skills

- Ask questions about the operational / technical skills or projects pertinent to the position:
 - Planning including the strategic and budgetary stages
 - Implementation
 - Delegation and motivation
 - Completion

3. Training skills

- Ask the candidate to give a specific example of training programs they have written and implemented.
- Ask about the success rate of the trainees
- Ask if one of the trainees may be contacted?

4. Negotiation skills

- Ask what their most significant, successfully negotiated project was in the last year?
- Why do they feel their negotiation skills were successful in these projects?

5. Organizational skills

- Ask the candidate to give an example of their organizational skills in the successful completion of a project.
- Exactly what did they do towards the success of the project and how do they feel their skills prompted the successful, cost effective, and timely completion of the project?

6. Problem Resolution skills

- Ask the candidate to give an example of a significant problem they recently encountered and how they resolved the problem.

After the interviews and after you have selected a “short list” of people, you may want to ask the candidates to send a letter or presentation in response to specific questions. This is done because you want them to do home-work on the subject and you want to see how well they research a project, on short notice, and what initiative they take in the completion of the project.

You ALSO want to see:

1. An example of their writing and communicating skills
2. Where they are positioned logically and emotionally
3. What creative solutions they have for specific challenges
4. Their strategic thinking process
5. Is the report on “Target” and to the Point, for what you were seeking?
6. Or...Is the report too lengthy and not to the point?
7. Is the report detailed enough with appropriate time and energy spent in doing it?
8. Or Is the report too short and not enough time, energy or sincerity went into it?
9. Is the report detailed enough, with a clear understanding of the intent of the assignment and problem resolution?

If the written response is not necessary you might want to include these questions in your on-site interview.

Here are samples of nine questions you might want to consider asking the candidates:

1. Share a specific challenge that your operation faces. Make it a big one, with meaning. Ask the candidates to respond with how they would resolve the situation.
(Bonus - You just might get some great ideas on how to resolve your situation.)
2. What five changes would you recommend for our business and why?
This tests what their vision for your property might be.
3. What do you see as our Strengths, Weaknesses, Opportunities and Threats?
This tests their reasoning skills.
4. Describe a situation that you were in that was one of your most challenging. Please describe a specific event or situation, not a generalized description. Please be sure to give enough details for our interview team to understand the event. The situation should be from a previous or current job and one that made a difference in your life.
This shows behaviors and what is significance to them.
5. Why do you feel you are the best candidate for the position?
6. Why do you want the position 1) personally and 2) professionally?

OVERALL RATING OF CANDIDATE

How would you rate this candidate on a scale of 1 to 5, with 5 being the highest?

Candidate _____
Interviewer _____

Position _____
Date _____

Rating	Category	Explanation
<u>OPERATIONAL / TECHNICAL SKILLS</u>		
_____	Meet/exceed the operational / technical requirements _____	_____
_____	Meet/exceed length of experience	_____
_____	Meet/exceed educational requirements	_____
_____	Job experience and knowledge	_____
_____	Budget development & management	_____
_____	Meet/exceed size and scope of operations	_____
_____	Depth of industry law and policy	_____
_____	Developing & implementing training	_____
_____	Regulatory experience and knowledge	_____
_____	Knowledge of computerized systems	_____
_____	Ability to manage comparable staffing process	_____
_____	Ability to creatively solve problems	_____
_____	Leadership ability	_____
_____	Exercises good judgment	_____
_____	Verbal skills	_____
_____	Resume presentation	_____
_____	Ability to maintain high morale	_____
_____	Inter-departmental communication	_____
_____	Focus on guest relations	_____
_____	Knowledge of industry issues	_____
_____	Willingness to put in time needed	_____
_____	Organization skills	_____
_____	Able to relocate self & family	_____
<u>SOFT SKILLS</u>		
_____	Cultural sensitivity	_____
_____	Respectable	_____
_____	Trustworthy	_____
_____	Honesty	_____
_____	Integrity	_____
_____	Values	_____
_____	Intelligence	_____
_____	Impact on employee relations	_____
_____	Energy level	_____
_____	Confidence	_____
_____	Likable personality	_____
_____	Professionalism	_____
_____	Maturity and wisdom	_____
_____	Ability to listen and understand	_____
_____	Sense of humor	_____
_____	Positive approach to challenges	_____
_____	How will they fit with your Customers	_____
_____	How will they fit with your Employees	_____
_____	How will they fit with your Management	_____
_____	How will they fit with your Executives	_____
_____	Overall Rating	_____

Do you want to hire this person YES NO MAYBE WHY? _____

When can they start? _____ Salary Range expected _____