# NACE Interview Rubric

<table>
<thead>
<tr>
<th>First Impressions</th>
<th>Excellent interview: You should get a job offer!</th>
<th>Average interview: You could get called back, but it is not certain.</th>
<th>Interviewing skills need significant improvement: You would not get this job.</th>
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<tbody>
<tr>
<td></td>
<td>Your appearance is professional; you are wearing a business suit. You greet and shake hands with your interviewer correctly. Your conversation is enthusiastic and engaging.</td>
<td>You look nice, but you do not wear a suit. Your greeting is appropriate, but you forget to shake hands with your interviewer. Your conversation is enthusiastic and engaging.</td>
<td>Your attire is unprofessional: You wear jeans or shorts to the interview. You do not greet or shake hands with your interviewer. Your conversation is not energetic.</td>
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| Interview Content | You are knowledgeable about the organization and position. You display poise and confidence. You relate your skills to the job very well. | You are knowledgeable about the position, but not about the organization. You display adequate confidence in your answers. You state your skills, but do not adequately relate them to the job. | You are not knowledgeable about the position or organization. You are not confident in answering questions about yourself. You do not state the skills you have to do the job. |

| Interview Skills / Techniques | You have excellent eye contact with your interviewer (without staring). Your language and grammar are appropriate. (No use of "um"). You speak at the correct speed. | You have adequate eye contact with your interviewer. Your language and grammar are adequate. You use "um" and other inappropriate terms, but not enough to disrupt the interview. You speak a little too quickly or too slowly. | You look at the floor or ceiling when speaking. Your grammar and language are inappropriate. You speak too quickly or too slowly. |

| Closing | You successfully convey your interest in the position. You ask appropriate questions. You thank the interviewer. | You convey some interest in the position. You are not prepared to ask questions. You thank the interviewer. | You do not show any interest in the position. You do not ask any questions. You do not thank the interviewer. |

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[www.naceweb.org](http://www.naceweb.org)
SECTION 1
INTERVIEWING PREPARATION

WHO, WHAT, WHEN AND WHERE?
When preparing for the interview, it's important to answer these four questions:

• **Who** will be interviewing you? Know the full names and job titles of each person who will be participating in your interview.
• **What** type of interview will you be doing? Whether it's the initial screening interview, a group interview, a behavioral interview or any other type, knowing which will allow you to prepare more effectively.
• **When** will the interview occur? Find out the exact time the interview will begin, of what the interview consists, whether you need to complete a job application on site, and how much time will be allotted for your interview.
• **Where** will the interview take place? Get specific instructions complete with an address, directions on how to get there, and where to park. Arrive twenty minutes before hand.

OVERCOMING INTERVIEW ANXIETY
Nervousness is a sign that the interview is important to you and it is a normal reaction. However, if your nerves get in the way of communicating effectively, here are some tips to help you cope:

1. Treat the interview as a normal part of a business process.
2. Have realistic expectations. Instead of thinking "I want to land my dream job", rephrase it and think "I'm really interested in this position. If it doesn't work out, I'll learn from my mistakes and move on."
3. Research yourself, the position, and the company. If you've done your homework, you have an advantage.
4. Know your worth. Compare the level of the position with your own experience. Do the salary research and find out what realistic expectations you can have for compensation.
5. Practice, practice, practice. Sign up for a mock interview at the Career Development Center (913-469-3870).
6. Eat right, exercise, and try to get a good night's rest before the interview.
7. Allow plenty of time to travel to the interview and arrive 20 minutes early.
8. Normalize your anxiety. Realize that everyone gets nervous in different situations. Give yourself permission to be nervous and try to turn that anxiousness into a positive, motivating factor.
9. Realize that interviewers expect you to be nervous.
10. Practice relaxation techniques.
RESEARCH YOURSELF
Being able to interview effectively depends on your ability to answer the following questions:
- What skills and qualifications do you possess that the employer is seeking?
- What sets you apart from the other people who have the same skills as you?
- What personal qualities make you a successful candidate?

To facilitate your research of self:
1. Create a written inventory of your skills. Use each skill as a heading on a separate piece of paper or computer page.
2. List specific skills and experience you have under each major skill heading.
3. Quantify, whenever possible, the amount of skill you have for each specific skill.
4. Rank/prioritize your major skills and abilities. Specifically, consider which skills and abilities are most needed in the job for which you are applying. The highest ranking skills are the ones you want to be sure you use as emphasize in your interview.
5. Write down your accomplishments. Whenever possible, gather any visual/written evidence of those accomplishments and take them with you to your interview. Consider creating a portfolio or an e-portfolio to use as a visual to sell your accomplishments during the interview. Contact the Career Development Center for more information on portfolios.

RESEARCH THE POSITION
Ask friends, neighbors, networking contacts or anyone you know if he/she knows someone who works at the company. Set up an informational interview with those contacts to ask some pertinent questions. Questions might include:
- What are the positive and negative aspects about this job/career?
- What are the major priorities or responsibilities of the job?
- What current or future projects might this position be involved with?
- What qualifications (both professional and personal) are needed for success in this position and at this company?
- How did the job become available? Is it a new position or was the last person promoted, fired, or did he/she quit?
- What is the salary range for the position?
- What is the advance potential for someone in this position?
- What is the department's turnover rate? Reasons?
- What aspects of the organization are working well?
- What problems need to be solved?
- What is the company culture like? (Include day-to-day work environment, attitudes of management & employees, management/corporate philosophies or mission, etc.)

Obtain a copy of the job description or job listing. What are the key responsibilities and skills, both required and preferred, for this position?
RESEARCH THE COMPANY

Refer to the separate handout on Company Research.

What information do you need to know about the company?

• What are the company's major products and services? What are the new products and services?
• Who are the company's clients or target markets?
• Who are the officers of the company? What are their backgrounds?
• Who are the company's competitors?
• What is the company's position in the market? (#1, #20, nearing bankruptcy, etc.)
• What are some of the company's recent projects, successes, new accounts, marketing/media events or campaigns, etc.?
• What problems/issues is the company facing?
• What is the company culture?
• How large is the company (in employees, sales, etc.)?
• What does the company's financial picture look like? Declines/ growth in recent years?
• Is the company hiring or laying off people overall?
• Is the company publicly or privately owned? Is it an independent organization or part of a larger conglomerate?
• What is the turnover rate? What factors contribute to that rate (e.g. pay, benefits, growth, etc.)?

Visit your local library for a wealth of resources to assist you in completing your company research, or research on the Internet, request an Annual Report.

WHAT TO BRING TO THE INTERVIEW

• Several copies of your resume (enough for each individual in the interview to have one)
• A nice pen (invest in a good quality pen—remember that first impressions are important!)
• Your portfolio or e-portfolio
• Any materials or items requested by the employer (i.e., samples of your work)
• Your planner
• A list of references
SECTION 2
COMMONLY ASKED INTERVIEW QUESTIONS

WHAT KIND OF PERSON ARE YOU?
HOW DO YOU DIFFER FROM OTHER QUALIFIED CANDIDATES?
• Tell me about yourself.
• What do you consider to be your greatest strengths and weaknesses?
• How would you describe yourself?
• How do you think a friend who knows you well would describe you?
• In what kind of work environment are you most comfortable?
• How do you work under pressure?
• What can you do that someone else can't?
• What were the three most important events (decisions) of your life?
• Are you a leader? Give examples.
• What personal characteristics are necessary for success in your field?
• What have you learned from your past jobs?
• How do you handle criticism?
• Why are you leaving your current job?
• Why have you changed jobs so often?
• Have you ever been fired or laid off?
• Do you prefer working alone or in a team?
• How did you get along with your previous supervisors/ co-workers?
• How do you deal with co-workers who disagree with you?
• What business, character and credit references can you give us?
• What kind of manager was your boss?
• What are your long-range and short-range goals and objectives?
• What led you to choose your major?
• If you could, how would you plan your academic study differently?
• How does your education relate to the needs of this company?
• How has your college experience prepared you for a business career?
• Do you have plans for continued study?
• What have you learned from participating in extracurricular activities?

WHAT CAN YOU DO FOR US?
• What three accomplishments have given you the most satisfaction?
• What are the most important rewards you expect in your career?
• Why did you choose this career?
• What motivates you to invest greatest effort?
• How do you determine or evaluate success?

CAN WE AFFORD YOU?
• Why should I hire you?
• What makes you qualified for this job?
• What two or three things are most important for you in your job?
• Will you relocate? Does relocation bother you?
• Do you have an objection to working overtime?
• Are you willing to travel?
• Are you willing to spend six months as a trainee?
• Why do you think you might like to live in the community in which our company is located?
• What qualifications do you have that make you think that you will be successful in this field?
• What have you learned from your mistakes?
• How do you think you can make a contribution to our company?
• Do you have any samples of your work?

WHY ARE YOU HERE?
• You're over-qualified. Why do you want the job?
• Why did you seek a position with this company?
• What do you know about our company?
• What do you think it takes to be successful in a company like ours?
• Is there a certain size of company you are targeting? Why?
• What criteria are you using to evaluate the company for which you hope to work?
• In addition to the literature we sent out, what other sources did you use to find out about our company?

CAN WE AFFORD YOU?
• How much do you make?
• What are your salary requirements?
BEHAVIORAL INTERVIEWING

Behavioral interviewing is based on the presumption that past behavior is the best predictor of future behavior. Employers look for patterns of behavior and common responses to problems and work situations.

During the interview, answer the questions as specifically and with as much detail as possible. Organize your response in three steps:

• **Problem** - briefly describe the specific problem situation
• **Action** - emphasize steps that you took to solve the problem
• **Result/Outcome** - describe the *positive* result or outcome

LEADERSHIP
• Give me an example of a time when you used facts and reason to persuade another person to take action. Be specific.
• Are you a leader? Give me an example.

ALERTNESS
• Describe the steps you've taken to stay familiar with problem areas in your job.

TOLERANCE OF AMBIGUITY
• Sometimes it is necessary to work in unsettled or rapidly changing circumstances. When have you found yourself in this position? Tell me exactly how you handled the situation.

ORGANIZATION AND PLANNING
• Time management has become a necessary factor in personal productivity. Give me an example of any time management skill you have learned and applied at work. What resulted from the use of this skill?

ANALYTICAL PROBLEM SOLVING
• Identify the analytical tools with which you feel competent then give me an example from any time in your working history, which shows your ability to use analytical techniques to define problems or design solutions.
• Describe an instance when you had to think on your feet to extricate yourself from a difficult situation.
• Give an example of when you used good judgment and logic in solving a problem.
• What major problem have you encountered and how did you deal with it?

DECISION MAKING
• Describe a work problem, which you faced and your method of tackling it.
• Give an example of when you had to be relatively quick in coming to a decision.
COMMITMENT TO TASK
• Give me an example of any specific time in which you found it necessary to give long hours to the job; when it was necessary to take home work, work on weekends or maintain usually long hours. Be specific.
• Give an example of an important goal you set and how you reached it.

TEAM-ORIENTED
• We cannot do everything ourselves. Give me an example of a time when you dealt with this reality by creating a special team effort at work. Highlight the special aspects of the situation which best demonstrates your skill in this area.
• What has annoyed you about people with whom you worked in the past?

POLICY AND PROCEDURE
• When have you found it necessary to use detailed checklist/procedures to reduce the potential for error on the job? Be specific.
• Give an example of a specific occasion in which you conformed to a policy with which you did not agree.

VERSATILITY
• Give me an example of how you handled a tense situation at work.
• By providing examples, convince me that you can adapt to a wide variety of people, situations, and environments.
• How do you deal with co-workers who disagree with you?