

Sample Interview Questions

1. Tell us about something new that you have learned recently or are learning currently that you are excited about. How do you approach the learning process?
2. Do you think of yourself as a leader of others? What qualities do you bring to the position that set you apart as a leader? How do you motivate others to follow you?
3. Please tell us from your experience the value of being part of a healthy team. Can you share examples of how you have managed expectations, autonomy, accountability, respect, and responsibilities with that team?
4. Tell us about a time that you set a goal for yourself and achieved it.
5. Now tell us about a time that you experienced disappointment or failure, either personally or professionally. How did you handle this situation?
6. What encourages or energizes you? Can you share a time when you felt called to encourage or energize a team or an individual who appeared to be struggling?
7. How do you handle conflict or challenging situations when people do not agree or when mistakes are made? Do you have an example you could share or could you tell us step by step what you might do in a future situation if this were to occur at work?
8. What was the most creative problem-solving solution you have ever encountered (either by your initiation or participation) in your professional or personal life? What did you learn from that experience?
9. Since you have reviewed the strategic plan, can you identify an area of growth that you would like to see our organization pursue in the future that may or may not have been mentioned? What do you envision your role being in achieving that goal?
10. You have reviewed the List of Values. What are your top 3 values? Which is your top value from this list and why did you choose this one?
11. From our four Core Values, which one resonates most with you? Why?
12. The job description for this position is quite detailed. Are there areas where you feel confident that you can succeed? Are there any areas that would be new to you or that you might need additional support or training to accomplish?

Sample Culture Assessments

Employees rate the following on a scale of 1 (strongly disagree) to 5 (strongly agree):

1. I know what is expected of me at work.
2. I have the tools and resources to do my job well.
3. I have the opportunity to use my talents every day.
4. In the past week, I have been recognized for good work.
5. My manager, or someone else at work, cares about me as a person.
6. Someone at work encourages my personal development and growth.
7. My opinion matters at work.
8. My organization's mission makes me feel like my job matters.
9. My fellow employees commit to doing their best work.
10. I have made a best friend at work.
11. In the last six months, someone at work has talked to me about my future goals and personal development.
12. In the past year, I have had learning opportunities to help me do my job better.

Employees answer these yes/no questions:

1. Does this company have a personal culture where you can share details about your life with others you work with?
2. Does management adapt well to changes in the organization?
3. Do staff members and management teams take risks to achieve better results?
4. Are your work goals clearly defined and do they match the overall mission?
5. Do individual employees have the autonomy to complete tasks with little guidance?
6. Is there adequate structure with roles and responsibilities, processes, deadlines, and requirements?
7. Do supervisors mentor staff members?
8. Do you feel pressure to perform well?
9. Is there an environment of teamwork in your work place?
10. Do employees value each other's opinions and work ethics?
11. Do staff feel a sense of loyalty and trust at your organization?
12. Does management take responsibility for team failures?
13. Is management invested in how employees feel about the organization?
14. Does your supervisor encourage your development and help you advance your career in the field?
15. Do things change quickly at your workplace?
16. When things change, are you given the tools and information to adapt appropriately?
17. Does everyone on staff share the same vision and goals for your organization?
18. Do you feel like there is a stable environment at work?
19. Do you feel like you have influence over the future plans for the organization?
20. Do the leaders of your organization comply with policies and procedures to achieve stated goals?

Suggested policies to have and include in your Employee Handbook:

ADA and Religious Accommodation
Alcohol and drug
Anti-harassment
Anti violence, health and safety
At will employment
Discipline/discharge
Commitment to diversity
Communication systems (personal use of internet, email, use of social media, telephones)
Confidentiality
Conflict of interest
Dress code
Employee conduct and attendance
Equal Employment Opportunity and Nondiscrimination
Family and Medical Leave of Absence
Grievance/Complaint policy and procedure
Meals and breaks
Military Leave
Overtime
Pay and timekeeping
Performance management
Personal (sick) time off
Remote Work/Telework policy
Smoking
Use of equipment
Vacation
Whistleblower

Suggested policies were compiled from PATH Intl. and Renew's Employee Handbooks

Work with an HR professional or professional association to ensure you have all of the relevant policies and that they are legally correct.

Use PATH Intl Standards for other information and to be in compliance with industry standards (org chart, insurance, etc.)

Human Resources List of Functions

Please check your current level of competence with these functions at your center.

Function	Got it down	Feeling okay	Still need help
Recruiting staff			
Hiring/onboarding			
Job training			
Payroll & taxes			
Benefits			
General well-being of employees			
Recognition			
Performance reviews			
Exit interviews			
Implementation of policies			
Maintenance of employee files			
Creation/maintenance of handbook			
Legal compliance			