1 Welcome and Review Job/Motivation (5 minutes)

Thanks for coming in today. For the next few minutes, I’m going to try to get to know you better, review your background, and give you a little more information about being a camp counselor at the YMCA.

1. First, tell me why you applied for the camp counselor position? What do you hope to gain by becoming a camp counselor? Why are (insert reason given by candidate, i.e., “working with kids”) and (another reason given by candidate) important to you?

Score

Weak—1

Unsure. Might be leaving a negative situation.

Fair—2

Some interest. Answers with little energy.

Good—3

Interested. Wants the position but might not be focused enough.

Very Good—4

High interest and wants to make a difference.

Excellent—5

Extremely interested in camp counselor position. Ready to start.

Determine Desire to Work

This helps you determine general interest in the position, attitude, and personal motivation for work as a camp counselor.

Ask the “why” follow-up question gets at the true source of motivation.

Probe with candidate whose interest in children seems unusual. See Appendix D, Screening for Abuse Prevention.

To overcome the bias of first impressions, wait at least 30 minutes before you make a “no-hire” decision. DO NOT reject a candidate if he or she is a little nervous, and don’t be too impressed by presentation and social skills. Instead, ask all candidates the same questions.

NOTE: Be aware of your first impressions of the candidate, and deliberately avoid making snap judgments.

STAY OPEN-MINDED

ASK MORE PROBING QUESTIONS

2 Review Work/Volunteer History (5–7 minutes)

2a. Please tell me about some of the work or volunteer experiences you’ve had. Describe any formal jobs you’ve held. These may have been after-school or summer job.

Score

Weak—1

Unacceptable. Work/volunteer history is weak or indicates avoidance.

Fair—2

Experience is minimal, but s/he is ready to do something meaningful.

Good—3

Has done the typical things and has done pretty well.

Very Good—4

Clearly motivated to work hard and has received recognition.

Excellent—5

Hard, committed worker. Receives recognition always for doing extra.

Review Work History

Review all meaningful experiences but especially the last two jobs (paid or volunteer) to determine general relevancy, e.g., experiences with children, service work, and types of environment. You might need to urge the candidate to be more talkative. Make note of two or three accomplishments you can use in question 4 to get more details.

Look for a pattern of responsibility and good work habits. Find out about:

- The job and responsibilities.
- Why did you work or volunteer?
- What did you like or dislike?
- If I call your boss, what will s/he say about your . . .
- Attendance record, tardiness?
- Compensation, raises, promotions?
- Did you receive any special recognition?
- How could you have been a better employee?

2b. Now, tell me about some of the informal jobs you’ve held such as babysitting, doing chores in the neighborhood, volunteering, or responsibilities at home. Tell me about something that shows your ability to work hard and stay committed to a job or assignment.
3a. I’d like you to think about a project or an accomplishment you’re very proud of. This could be school-related, a volunteer activity, or something work-related. Try to select something that lets me see your ability to work with others, commit yourself to a task, or something that gives me a sense of who you are and what you’re capable of doing.

3b. Now select something that is completely different from what you just told me. This could be with a team if your first example was as an individual, work if your first example was volunteer, etc.

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### Score

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<thead>
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### Building One-on-One Relationships

4. Building strong one-on-one relationships with others is an important part of the camp counselor position. Can you describe a specific situation where you’ve done that on a project, job, volunteer basis, or perhaps just helped someone out?
5. An important part of the counselor position is capturing kids’ attention. We’ve found that the best counselors are playful. Can you give me a specific example that demonstrates that you are fun to be with and your ability to start activities spontaneously? Can you give me another specific example? Another?

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<tr>
<td></td>
<td>A bit stoic. Doesn’t seem to let go. Too serious. Prefers to watch or direct.</td>
<td>Participates in activities with urging from others. Sticks to the schedule.</td>
<td>Pretty playful. Participates in most activities at his or her level but rarely leads.</td>
<td>Participates at the level of the group and occasionally takes the lead.</td>
<td>Very playful. Will lead and get absorbed in activities without prompting.</td>
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6. Managing Stress, Frustration, and Anger

6. Camp can be very stressful. Managing your own stress and the stress of others is important. Sometimes your patience with the kids can wear thin, and even the best counselors can get annoyed. How do you manage stress? Can you give me a specific example of the last time you were very tired, frustrated, or angry?

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<td></td>
<td>Doesn’t handle stress or anger well, or has never been in a comparable situation.</td>
<td>Reacts to stress/anger of others with urging. Candidate is slow to react to personal stress.</td>
<td>Recognizes stress in others. Average reaction to stress/anger. Limited techniques.</td>
<td>Handles similar stress without problems. Understands issues and deals with them.</td>
<td>Excellent proactive approach for self and others. Has a preventative approach.</td>
</tr>
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7. Values and Integrity (Ask one or more—10 minutes)

7a. Can you give me a specific example of when you’ve had to apply your values in a school, work, home, community, or social situation? (Ask for additional examples if necessary.)

7b. Have you ever had a positive influence on someone else’s life as a result of your beliefs or values? This could be a situation where you counseled or helped someone through a difficult situation?

7c. Our camp places a very strong emphasis on ________________. Can you give me a specific example of how your personal values are consistent with these goals?

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<td>Values inconsistent with camp philosophy &amp; values.</td>
<td>Values consistent with camp but not noticeable. Short on responsibility.</td>
<td>Values are consistent with camp but not modeled. Takes responsibility when asked.</td>
<td>Solid evidence of values that model camp values—takes initiative in many ways.</td>
<td>Star performer. Others see an outstanding role model who’s first to volunteer.</td>
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### Problem-Solving Questions  (Ask one of the following—10 minutes)

**8a.** Outstanding camp counselors often face difficult situations with a particular group of campers. For example, on the third day of a camp week, you notice that a couple of cliques have developed among your campers and that one or two campers have been completely excluded from these groups. How would you go about solving the problem?

**8b.** Outstanding camp counselors often face a difficult schedule of activities: demanding physical effort, extremely hot or rainy weather, and long days and nights. Faced with a very difficult day, how would you go about managing stress and taking care of yourself to be ready to go at 100 percent the next day?

**8c.** Camp counselors experience a number of very personal issues with campers: questions related to character, values, and family issues. For example, a group of mixed-age boys are sitting by the pool and one of them is using some very graphic sex talk to describe a teenage camper playing volleyball. What would you do?

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**Share the Abuse Prevention Statement at this time.**

### Recruiting—Determine Interest at the End for a Good Candidate  (5 minutes)

**9.** I’m impressed with your background *(or, if you are not impressed, thank them for taking the time to interview)*. Although we’re seeing other candidates, I would like to know what you think about this opportunity. *(pause)* What questions do you have about the job now?

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<td></td>
<td>Not interested in considering the job.</td>
<td>Adequate level of interest, but cautious. Not quick to move.</td>
<td>Sincerely interested in job. Wants to move to the next step.</td>
<td>Wants the job for good reasons. Is ready to move forward rapidly.</td>
<td>Sees the job as a great fit. Highly motivated. Ready to move rapidly.</td>
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</table>

**Thank you so much** for spending this time with me today! The fact that you’d take this time means a lot and shows your interest in this position. Thanks again!

### Measure First Impression

*After you’ve finished the interview, rank the candidate’s personality and interpersonal skills.*

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**Measure First Impression Again**

- Did candidate get better or worse?
- Become more/less nervous?
- Open up or talk more?
- Did you observe true personality in accomplishments?
- Were your biases controlled?
- Did this change your decision?
- Is true personality consistent with job needs?