



**HIGHMARK**  
COMPANIES

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HUMAN CAPITAL  
STRATEGIES IN  
CORPORATE  
FINANCE

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# THE INTERVIEW GUIDE

FOR HIRING ACCOUNTANTS

# GOOD INTERVIEWS DON'T JUST HAPPEN. THEY RESULT FROM PREPARATION.



## START WITH SMART QUESTIONS

Behavioral Questions - Past behavior is the best predictor of future performance. Frame smart behavioral questions as follows, “If we were to ask your former supervisor, how do you think they would rate your performance doing \_\_\_\_?”



## CREATE AN INTERVIEW GUIDE

An Interview Guide is a cheat sheet that you create to work through interviews in a systematic manner. This can help you to consistently capture information around a candidate's most significant accomplishments, reasons for past career moves, motivation for making a change from their current position and compensation parameters.



## CONDUCTING THE INTERVIEW

This is about it being your option, as opposed to the candidate's, as whether or not to proceed at the end of the process. This implies that the candidate will be interested and means that you need to “sell” the opportunity. That's not saying pitch “pie in the sky” but do put together a compelling picture.

Begin by framing an agenda which will help you to maintain control of the interview and obtain the information you need to make a good evaluation. We suggest three primary points: understanding the candidate's recent career history, determining the candidate's motivations and criteria for evaluating prospective career opportunities and discussing the role for which they are being considered.

Attention to detail will help ensure that you obtain all of the information necessary to thoroughly evaluate candidates.



# INTERVIEW GUIDE

Candidate Name

Company (Current or Most Recent Position)	Title
Industry   Revenue Size   Public or Private	Base Salary + Bonus   Total W2 Next Review
Dates Worked	Hours currently working

Who do you report to (Title)?

How Many People do you Supervise | What level? - Describe the department infrastructure

Software

Primary Responsibilities

Accomplishments - (What are you most proud of in your time at the company?)

Reason for leaving - (What are you hoping to change | improve in making a move?)



# INTERVIEW GUIDE

Previous Position (1)

Company	Title
Industry   Revenue Size   Public or Private	Base Salary + Bonus   Total W2 Next Review
Dates Worked	Hours currently working

Who do you report to (Title)?

How Many People do you Supervise | What level? - Describe the department infrastructure

Software

Primary Responsibilities (What does your boss lean on you most heavily for?)

Accomplishments - (What are you most proud of in your time at the company?)

Reason for leaving - (Why did you leave this role?)



# INTERVIEW GUIDE

Previous Position (2)

Company	Title
Industry   Revenue Size   Public or Private	Base Salary + Bonus   Total W2 Next Review
Dates Worked	Hours currently working

Who do you report to (Title)?

How Many People do you Supervise | What level? - Describe the department infrastructure

Software

Primary Responsibilities (What does your boss lean on you most heavily for?)

Accomplishments - (What are you most proud of in your time at the company?)

Reason for leaving - (Why did you leave this role?)



# INTERVIEW GUIDE

What are you looking for in your next job? | What is most important to you in making a career move?

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What type of work would you like to be doing three years from now?

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What software systems do you know best? (GL Packages | Databases | MS Excel)

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Tell me about a favorite former boss and why they were good to work for?

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We're very thorough about checking references. If I were to speak with your references what would they say are your strengths?

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What would your references say you need to improve on?

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Tell me about a time when you had too many things to do and you were required to prioritize your tasks.

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Give me an example of when you showed initiative and took the lead.

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Tell me about a time you were able to successfully deal with another person even when that individual may not have personally liked you (or vice versa).

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# INTERVIEW GUIDE

Describe a time when you were faced with a stressful situation that demonstrated your coping skills.

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Tell me about a time when you had to use your presentation skills to influence someone's opinion.

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Give me a specific example of a time when you had to conform to a policy with which you did not agree.

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Please discuss an important written document you were required to complete.

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Give me an example of a time when you used your fact-finding skills to solve a problem.

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Based on what we have discussed what is your interest level in this opportunity on a scale from 1 to 10?

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Is there anything that could make it a 10?

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Are you currently pursuing any other opportunities that I should be aware of from a timing standpoint?

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Do you have any scheduling conflicts in the near term that I should be aware of?



# SCORECARD

CRITERIA	RANK (1 TO 5)
Technical Skills	
Personality Fit	
Initiative	
Attention to Detail	
Quality of Work Product	
Problem Solving Ability	
Organizational Skills	
Time Management Skills	
Integrity   Trustworthiness	
Communication Skills	
Total	
	TOTAL SCORE
<b>Top Performer</b>	<b>40</b>
<b>Above Average</b>	<b>35</b>
Mediocre	30
Don't Hire	25







## ABOUT HIGHMARK COMPANIES

Highmark Companies LLC is a North Carolina limited liability company established in 1999. We are headquartered in the Research Triangle area of North Carolina and have additional offices in Washington, DC, San Diego, New York City, Dallas, Denver, and Salt Lake City metropolitan areas.

Highmark provides full-service recruiting and staffing services to our clients. We deliver well-credentialed executives, managers, and professionals to a client base that are among the most successful companies and organizations in the country. Our reach extends nationwide – with placements in every region of the country.

We have three integrated businesses that specialize in the following areas:

- Finance & accounting professionals
- Creative talent
- Technology professionals



# OUR LOCATIONS

## Raleigh, North Carolina

Phone: (919) 779-3055

Address:  
1255 Crescent Green  
Suite 120  
Cary, NC 27518

## Washington, DC

Phone: (703) 822-7500

Address:  
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Suite 100  
McLean, VA 22101

## San Diego, California

Phone: (858)-391-1017

Address:  
10021 Willow Creek Road  
Suite 215  
San Diego, CA 92131

## Park City, Utah

Phone: (801) 415-9321

Address:  
4580 Silver Springs Drive  
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## Dallas, Texas

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