

# The Hiring Manager's Guide to Better Interviews

## The STAR Interview Method

We've all been there.

You go through the entire interview process. The offer is accepted. Onboarding goes smoothly. Everything looks like a win.

Then a few weeks in, you start asking yourself:

"Why isn't this working out the way we expected?"

In many cases, the issue isn't effort — it's the interview process. We simply aren't asking the right questions.

The most effective interviews rely on the STAR method, a structured approach that uncovers real experience instead of rehearsed answers.

### **Why STAR Works in Manufacturing:**

- Reveals how candidates respond under pressure
- Identifies accountability v. blame shifting
- Shows a safety-first mindset
- Displays problem-solving in real comparable environments

This workbook is designed to guide employers through conducting stronger STAR-based interviews

So, what does STAR mean and how do we use it?

#### **S – Situation**

What was going on?

#### **T – Task**

What was their responsibility?

#### **A – Action**

What did they personally do?

#### **R – Result**

What happened because of it?

# STAR Interview Worksheet

	<b>Situation</b> What was going on?	<b>Task</b> What was their responsibility or goal?	<b>Action</b> What did they do?	<b>Result</b> What was the outcome?
General	<ul style="list-style-type: none"> <li>• Have you ever dealt with a difficult customer or employee?</li> <li>• Tell me about a time you made a mistake and what you learned.</li> </ul>			
Entry-Level	<ul style="list-style-type: none"> <li>• Tell me about something you worked hard on and are proud of?</li> <li>• Describe a stressful situation and how you handled it.</li> </ul>			
Supervisor	<ul style="list-style-type: none"> <li>• Tell me a time you helped improve a process?</li> <li>• Describe a time when a process or communication failed and you helped fix it.</li> <li>• Describe a time you had to learn a new tool or software quickly.</li> </ul>			
Administrative	<ul style="list-style-type: none"> <li>• Tell me about a project you've managed from start to finish?</li> <li>• Tell me a time you helped keep processes organized during a busy period.</li> </ul>			

# Question and Answer Examples

	<b>Situation</b> What was going on?	<b>Task</b> What was your responsibility or goal?	<b>Action</b> What did you do?	<b>Result</b> What was the outcome?
Tell me about a time you worked well under pressure.	On second shift at the warehouse, we were short two people and had a large order due that night	I was responsible for picking and staging orders the delivery trucks	I quickly and efficiently packed my items and was able to help my coworker	The order was accurately loaded on schedule
Give me an example of when you noticed something wasn't being done the right way.	At my last warehouse job, I noticed a coworker consistently skipping a labeling step, which could cause errors.	Even though it wasn't my job, I knew accurate labeling was important to avoid customer issues.	I confirmed the process and reminded my coworker. When nothing changed, I brought it up to our team lead.	The issue was corrected and all orders were properly shipped.
How do you respond when priorities suddenly change?	During a busy week, we were told mid-shift that a rush order had to take priority.	I was in the middle of my current batch, but I needed to start the new batch.	I set aside my current work and confirmed the changes with my manager and started the rush order.	The rush order shipped on time and I finished the work that I previously paused.

# 23 Strong STAR Interview Questions for Employers

## Manufacturing & Production

1. Walk me through how you handled a shift where production was behind?
2. Tell me about a time when a piece of machinery stopped properly operating while you were using it.
3. What do you do when you notice a quality or process problem?
4. Tell me about a time when you improved efficiency in a past role.
5. Explain how you prioritize tasks during high production times.
6. How have you handled being short-staffed?
7. Describe a time you caught a mistake before it became a bigger issue.
8. Tell me about a time where you had to learn a new machine, process, or software.
9. How do you handle your line falling behind?
10. What do you do when you see someone working unsafely?

## Warehouse & Distribution

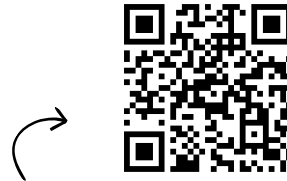
1. Describe how you maintain accuracy when picking orders.
2. What are the steps you take when an inventory doesn't match?
3. Walk me through a time you had to load or unload under pressure.
4. How do you stay productive during a long shift?
5. How do you respond to a teammate that is falling behind?

## General

1. How do you proceed when instructions or goals are unclear?
2. Describe how you handle working with tight deadlines.
3. How do you handle making a mistake?
4. Walk me through your process for staying organized.
5. What is the most challenging environment you've worked in?
6. Tell me about a time when you had to learn something quickly.
7. What is your approach to tackling a task that you've never done before.
8. What is something you've improved on in the last year?

Whether you're an experienced HR professional or a new leader, we hope this workbook has given you practical tools you can use right away. If you're looking for additional staffing support, our team is ready to work!

Get started today!



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