



Episode 14: “Can I Ask That, Part 3: Employee Interviews, With Scott Rogoff”

Speakers: Ari Kwiatkowski and Scott Rogoff,
Barclay Damon

[Ari Kwiatkowski]: Hi, everyone, this is a Barclay Damon live broadcast where we discuss all things L&E, labor and employment. I’m Ari. Let’s dig in.

[Ari]: Hey, guys, welcome back to “Can I Ask That?” This is our third episode in our three-episode segment where we tell you what you need to know, what you can and can’t ask in the context of job applications, job postings, and in the case of today, employee interviews. I am back with Scott Rogoff. If you’ve listened to our first two episodes in the segment, you’ve heard Scott and I go back and forth on a lot of issues as it relates to protected classes and permissible, impermissible questions. So, you know, it just made sense to have Scott back to talk about the interview process. Scott, thanks for joining us.

[Scott Rogoff]: Sure. Thanks. Thanks for having me. It’s been fun.

[Ari]: Absolutely. So before we jump in, Scott is so interesting that I’m just making him give us something fun for every episode. So if you haven’t listened to our first two episodes in the segment, I’ll give you a refresher. Number one, questionable driver. Number two, local celebrity. Number three, Scott...hit us with number three.

[Scott]: So another, I hope it’s a fun fact, but I used to sing and play acoustic guitar in a Jimmy Buffett cover band. This was in 1991-ish. A good friend of mine who’s been my best friend since second grade started taking up the guitar and I’ve been playing for a long time, but I’m not very good. And, Jimmy Buffett music for the most part is no more than three, four simple chords, great lyrics, a lot of fun, and in Rochester the music scene continues to be, and it’s always been really, really a great music scene, brilliant musicians and I am not one of them, nor is my partner. So we said, if we’re going to do something, we need to find a different way to break in. So we said, let’s just be fun. You know, we’re going to screw up the chords and mess up the words and we did. But, we got a little bit of a following, and I actually met my wife through one of our shows, because she knew a friend of a friend, and she came and thank goodness she was a Jimmy Buffett fan because I’ve now been married for 23 years.

[Ari]: Well, I do think that’s interesting, Scott. and you know, I feel like all of your interesting facts about yourself are very like, giving me like summer vibes, like you’re in Hilton Head, you’re just strumming on an acoustic guitar, just, you know, singing Jimmy Buffett.

[Scott]: It’s funny—I should be wearing a straw hat and sandals, you’re right. It’s like I’m thinking of all these warm weather memories.

[Ari]: Yes. But I mean, it makes sense given what, you know, being in Western New York, upstate area. So thanks for sharing. I’m glad you did. And I learned a lot about you the last few weeks, Scott.

[Scott]: This has been very therapeutic for me too, Ari, I’ve suppressed all these memories, thank you. Yes. You can send me a bill now!

[Ari]: Well, thanks, Scott. Let's dig in. You know, today, as I mentioned a few minutes ago, we're going to talk about some tips for employers with respect to employee interviews. So let's leave behind job postings, applications. You know, the first thing I wanted to talk with you about, Scott, is, you know, whether you have some general pointers for employers you know, as they're preparing for interviews and, you know, what tips you might have.

[Scott]: Yeah, definitely. So the overriding principle is take it seriously. Do not wing an interview. Very often employers will have five, six, seven, eight of them in a day. And...Alright, bring the next one and let's just kind of do this, you know, by repetition, by rote. And you got to be very, very careful. Every new person coming in comes with their own particular set of skills. And you want to make sure you are zeroed in and listening to that particular person. So you want to be prepared. So some of the things that that we recommend you do is—let's say it's all the same position you're interviewing for—write out your questions or at least write out the basic five, six, seven questions that you want to ask and ask those same questions of everybody because if it turns out you don't hire somebody and they think it's because of some protected class and now you're involved in litigation or it's an agency in charge and the notes have to be disclosed, you don't want someone saying, Well, gee, how come you only asked two questions of this person, and you asked 20 questions of the other person. And the substance that you ask this person is not the same substance as other people. So you want to be as consistent as possible. I've got employers in fact—I just reviewed one for one of our clients last week who writes all the questions out—I took a look at them. They make a lot of sense. They don't ask any of the bad questions that we've been talking about.

[Ari]: Right.

[Scott]: Which is very good. So you want to have that in front of you. You don't want to be so wedded to a script that when they give you an answer, you ignore it, and then you go. Boom, boom, boom, boom, boom.

[Ari]: Right.

[Scott]: You've got to listen, so to be a good interviewer. You've got to be a very good and active listener because you're going to get nuggets that are going to open doors for other areas of questioning that if you just go, thank you for answering question one, questions two, question three, and now you're done. That's not going to, it's not an effective interview and you're not going to really learn a lot about someone. So be prepared, you know, have your questions written out, take some notes, you know, and make sure they're legible. My handwriting is horrible. So I have to work on that, but you definitely want to make legible and be consistent. You also want to make sure that right off the bat there aren't any accommodations that are needed. Now, usually the applicant will let you know that, you know, I have a hearing deficiency. So maybe you want to have a sign language person or something along those lines. If someone is in a wheelchair, you know, is mobility impaired, you want to make sure they have access to the interview room. A lot of this being done by Zoom, so it kind of mitigates that. But I would certainly make sure that everything is cool there. I don't think you have an obligation to ask the applicant, boy, is there any accommodation I can make for you to make...I don't think need to ask that, but you need to be aware of it. And if they do make a request, you have to be nimble and see if you can make that request. So that's kind of all the set-up and preparation. And, you know, it may be the last one at 4:30, but that applicant deserves the same attention that you give the first person at 9 o'clock. So, you know, use the facilities, have a drink of water or coffee, you know, spray some water on your face. But you got to be fair to every single applicant. And just because they're at the end of the day, that's not their fault.

[Ari]: Yes.

[Scott]: You want to be sure you give them all the attention.

[Ari]: Yeah. And I'm really glad, Scott, you brought up, you know, the issue of providing accommodations, if, you know, somebody has a disability or something that is known to you, they make it known to you as it relates to, you know, being able to equally participate in the interview process because I think with it being this remote format, a lot of telephone interviews like, you know, I'm working on a case right now that involves, you know, in an interview for a hearing impaired applicant who, you know, she's saying that she made our client aware that she was hearing impaired. And our client is saying, you know, we were not made aware, we didn't know. And it's turned into a literal federal case. So I'm glad you brought that up because, you know, those things are really important to keep in mind as you prepare for the interview.

[Scott]: Yeah. Now, some of them will be obvious but some won't.

[Ari]: Exactly.

[Scott]: Be nimble and ready if somebody asks, now you may have to reschedule. Right, like, if you don't have any idea and they say, oh, by the way, I can't see or I can't hear or whatever, I need this accommodation. You might have to say, listen, let me look into that for you, but I don't want to go forward today because I want you like—I like your phrasing Ari—you need to have the same opportunity that everybody else has. And if we need to make an accommodation, we're going to do that for you.

[Ari]: Right.

[Scott]: Obviously has some limitations that reasonableness standard, you know. Well, I need my entire family to come in here and rub my shoulders because I have anxiety and say, "atta boy or atta girl," I mean, that's not reasonable, right? It's something more reasonable you may have to say, let's reschedule this for another day so we can provide you with that accommodation.

[Ari]: Right. Like a relay service, like in the case of a hearing-impaired individual, like maybe you need a little time to set that up if the applicant doesn't have access to that, things like that.

[Scott]: Right, yeah.

[Ari]: So, Scott, thanks I think that's really helpful. You know, for employers and looking or having an eye toward preparing for an interview. I wanted to get your take you know, as it relates to tips for during the interview process itself. And when you're an employer and you're actually interviewing an applicant, any tips that you might have under those circumstances?

[Scott]: Sure. I think you really want to zero in on the job. You know, if you could close your eyes and say, our ideal candidate would have these skills, right? Or this kind of work ethic. You want to ask questions that will zero in on those particular aspects. Now, do you want to make a little bit of small talk in the beginning? Maybe, but you always got to be careful. Tell me a little about yourself. That's a dangerous question because now oh, I'm glad you asked because I'm a member of seven different protected classes and I'm an advocate for blah, blah, blah. And now, before you know anything about it, they set you up. So I wouldn't ask those questions. Right. Come in. "Thank you for being with us. I appreciate your interest in our company and in our job. Let me tell you a little bit more about this position," okay. And then now you're off...or you may want to ask them because I think especially in this day and age of information, how easily accessible information is. Let's see if they've done their homework. Tell me what you understand about this position. Yeah. Tell me why you're looking for this particular position and then you kind of get the dialogue going. So you do that. Obviously, skills are very important and be careful of asking questions that's going to give them an easy answer. So let's say you say something

like, well, we adopt a team-centered approach. So when we give assignments, we have people work as a team. Are you okay with that? Who's going to say no? No, I'm not. Right. So I wouldn't ask that question. I would say can you give me an example perhaps from your previous employment where you had to work as a team? How was that? Now it's an example right as opposed to...I remember I don't know, Ari, your experience applying for a job. But I remember when I was right out of law school, I lived in Boston, and the job market was just ridiculous. So I probably went on 50 interviews, and no matter what area of law they practiced, I loved it, you know. So why do you want to be a toxic tort lawyer? Oh, because I'm very fascinated...and the same day, Why do you want to be a family law lawyer? Oh, because... They're going to tell you what you want to hear.

[Ari]: Yes.

[Scott]: It's harder to do that if you ask them for an example. Couple of questions that I always ask is let's say you've got some work history, I'd say they tell me about a time in your last job where you really nailed it. You hit the ball out of the park. What happened? And then conversely, tell me about a time at work where you really blew it you know, what did you learn? What happened? What did you do to fix it? Those questions for somebody to really get into what they did and it doesn't give them the chance to say I'm a team player or boy, I accept criticism. Okay. Well, give me an example.

[Ari]: Right.

[Scott]: And I guarantee you, if someone says I've never messed up, you know, that's maybe not be the person that you want to hire or the people who turn it, you know, who go, I know this is really...but it's just it's a fresh in my mind. Tell me an example of the time you blew it. Well, I worked so hard and I worked so many hours, you know, and I take on something, you know, everybody blew it at one point. So ask questions again that are designed to give them examples of what is actually happened. So those are kind of the questions that I would ask, you know, to elicit information about them, which is not going to give them the easy out. Sure. I love working with a team. Sure. I will work late hours. Sure I will do that. So ask them for examples.

[Ari]: Yeah. Those are great, Scott. I think that's great practical advice. So I'm glad that you kind of shared your thoughts on that. And with respect to taking notes during the interview process, I think, you know, we get this question, I would say. Yeah, definitely take notes during the interview. I don't know if you have a different take or if there's anything specifically, you know, you advise our clients to look out for. But I would say yes.

[Scott]: I say yes as well. But the person needs to know what they're doing, right? You don't want to stick somebody in an interview room who a) is not familiar with the process and really doesn't have a lot of note-taking experience. If you want to write down facts.

[Ari]: Right.

[Scott]: You want to avoid opinions.

[Ari]: Yes.

[Scott]: They may come later. Right. But you don't want to say what a jerk this person is, like you don't want to write that down. Yes. But you may want to say good answer. It's just a question, you know, because you have to question three. Give me a time. You really hit the ball out of park. Good answer. Described when they had a tight deadline. She put together a team and the client was satisfied, right? Boom, that's great. Now, after you're done, you may be in a room with other decision-makers who say, Ari, tell me what you thought. Then go ahead. Well, I really didn't like this person, I found them arrogant. I found them whatever. You don't really want to put that, also because that's so much tougher to

defend if they don't get the job, you know? Ari, right. How many times have we seen, you know, from employers, "well, they had a personality problem. I just didn't like them."

[Ari]: Yeah

[Scott]: That's hard to show because it's subjective.

[Ari]: Subjective.

[Scott]: It really is. Whereas if you say ask them for a time, they really messed up and they gave me no answer at all.

[Ari]: That's an objective observation.

[Scott]: Exactly. Either they did or they didn't. Those are objective, or tell me, our company deals with this particular, you know, software system or product. I asked them if they had experience. They said no. And yet three other applicants said they were familiar and had used it successfully, right. So those are the types of notes that you want to take because they're directly related to the pinpoint questions that you're going to be asking. But you raise a great point, Ari. It's just like, you know, when we do performance evaluations, they're only as... or investigations are only as good as the note takers who is doing them. And I would say avoid putting any opinions in at that point, right? Yes, that will come later. But I wouldn't do that right then and there, because now you've got a written record oh well they didn't like me, they didn't like me because I disclosed I'm a member of a protected class.

[Ari]: Exactly. Exactly.

[Scott]: Stick to the facts that they repeat back to you.

[Ari]: Really important point, Scott. So I think you know, we spent the first two episodes of the segment kind of talking about what you can and can't ask in the context of job applications and job postings. But I think this is something we should hit, you know, as we're talking about the interview process, because obviously this is a conversation as opposed to, you know, writing a question on paper. And, you know, one of the things we talk about, we talked about a couple weeks ago was, you know, residency, citizenship, those kinds of things. And, you know, what we talked about as it relates to the application and applies to interviews as well. But, you know, I think there are some ways that it's easier in an interview to ask questions that can get to that same information. Like, you know, do you have any ties to Rochester? Do you have any ties to Buffalo? What is your tie to Buffalo? You know, I, I remember after law school, you know, me and my husband moved, I moved back to Buffalo. My husband moved from the Albany area, and that was a question he got a lot when he was applying to firms in Buffalo. Like what? Why, why are you coming to Buffalo? This is like back for Buffalo was like cool again. At least I think it's cool. I always have. But you know what I mean...

[Scott]: Yeah. Status is slightly different. You know, we want to hire people who are hopefully going to stick around.

[Ari]: Exactly.

[Scott]: Particularly when, and we're not talking about remote, you know.

[Ari]: Yes. True. Very true.

[Scott]: You can have but let's get back to the typical, you know, pre-COVID kind of thing, because I think we'll get there eventually, but hopefully we all come back to work in our offices...

[Ari]: Fingers crossed.

[Scott]: Right. So but it's a great point. So let's say, you know, one of the things that is important to you as an employer is am I going to hire someone who's going to stick around? Right. You're not going to be flopping all over the place in different places. That's the question that you raise is great. You know, what is it that you like about our city? What is it you like about our town? That's different than saying, well, where are you from originally and why would you move from blank to blank, because they could say, oh, well, originally I am from Honduras or I'm from wherever. And now they disclose the national origin fact that you didn't need to know that, you know, you didn't need to know. So you simply could have said... or look at you can look at a resume because if it's out there, it's out there. You know, I noticed that you know, you went to school in Boston and then you worked in New York City, and then you worked in Chicago. Our office is in North Tonawanda. Why, you know, those are big cities. Why would you want to come to North Tonawanda? (It's wonderful, and I have family in North Tonawanda, so I can say that.)

[Ari]: Yes. To our listeners, that is a suburb of Buffalo. Yes.

[Scott]: Why would you want to come to a smaller town like ours? Perfect. That's fine. You know, and obviously, what you're looking for as well. I have family here.

[Ari]: Yes.

[Scott]: You know, my cousin runs a business here, and I think I can tap into what they do. So, that's kind of what you're looking for, it's the same. You're going to get the same information. But one way, i.e., where are you from? Where is your family from? could elicit information that could be problematic, vis-a-vis discrimination. The other way is what is it you like about our location?

[Ari]: Yes, I like that. Yeah, I think that's really important, Scott. So, you know, one of the things that, you know, we touched on a little bit, I think, in our prior episodes, but I think this comes up a lot in employee interviews, you know, hobbies, organizations you're involved with, things that even could be on the resume. Are there any limitations to those types of questions or, you know, what would you recommend as it relates to that? What we're really getting at is, you know, New York's, as you mentioned, I think last week, recreational activities law. And, you know, what is okay to ask and you know what information you know, what you can do with the information basically as an employer.

[Scott]: So I think the first question is why are we asking the question in the first place? Right.

[Ari]: Right.

[Scott]: Why do I need to know what hobbies you have? Now, sometimes you want to know. Like I used to ask this question what's not on your resume that you'd like us to know about? Yeah, you can ask that question, right? I don't as often work as I'm afraid of the answer. Right. But look, let's be honest. You know, if we're going to be working in a team environment, whether it's remotely or in person or whatever, you know, what's the old saying? You don't have to like the person you work with, but you have to respect them and get along with them. It can be important to know, you know, I do nothing. I go home, I go home, I make a frozen dinner and I go to sleep and I come to work the next day. Well, geez, is that to kind of, are you going to add anything to our culture our office culture, are you going to add anything. So yeah we may want to know those things, but I think it really depends on the job, right? Some positions we don't care. So that may not matter if it is a particular position. Others may, like, Ari, as you know, our firm often adopts a team-based approach and people are generally comfortable going office to office. Hey, Ari, if you're not busy, can I run something by you? Yeah, sure. No problem. Or can I pick up a four-digit extension, geez, I know that you handled something, can I

do that? So you may want to know about that. So you could certainly ask. Remember, I talked about asking for a specific example. You give me an example when you ask for help, you know, job-related of course. Then that then that might give them, you know, that might lead to those sorts of things. And it will give you the insight as to who they are, to their work ethic and work attitude. In terms of general hobbies. You know, I guess, see what their resume says, sometimes people put special interests on there. So let's say golf, ok, that might be safe, you know. So how often do you play? You know, if we had a for a company golf outing, is that something you'd be interested in, right?

[Ari]: Jimmy Buffett cover band. Are you comfortable playing at our company retreat?

[Scott]: Yeah, exactly. We do a talent show...So yeah, so I think, you know, you and you got to be nimble a little bit. If they put down as a hobby, you know, I volunteer with the Center for Disability Rights. Okay. Interesting. Very valuable. That might be that might lead to other issues. Well, because, let's play it out, geez. I see that you volunteer for this organization. You know what made you do that? Well, I have a disability myself and my family has a disability. And I think that, you know, people are taken advantage of and I get it, all terrific. I mean, and so really understand everybody, we're talking from a strictly legal standpoint, how to protect employers from potential claims. And that might be one. Now you could say, I notice that you do a lot of charitable activity. Our firm is involved in community service as well. And if we embark on something, is that something you'd be interested in? That might be a way to kind of address it without saying specifically, you know, what are your hobbies? So.

[Ari]: Yeah, thanks Scott, that's a really good answer to the question I asked. So I think one of the things that something an employer may want to know and I think is reasonable, you know, in the context of interviews you know, like what's your availability? Are you available on Saturdays? Are you available on Sundays? And I'm sure it will come up. You know, I have two kids. I'm not available on evenings, those kinds of things. So, you know, what is your advice as it relates to the best way to kind of get that information from somebody? Because I think that is information... You know, we say hobbies. Why would that why would that come up? It's a little more attenuated. But I think it's reasonable for an employer to want to know, you know, can you work on the weekends? How do you, you know, what's your advice for asking those types of questions? Because we don't want to implicate any type of, you know, religious observance or, you know, if you're a caretaker, those types of questions.

[Scott]: I think you handle it the same way you handle disability, which is, here's a job description here are the requirements of the position. Can you do that with or without a reasonable accommodation? You say these are the typical hours of the job. You know, it's generally nine to five, however, you know, if you're if there's a big project, you're going to be involved with the position, always zero in on the position. You know, I probably should have gone back, try not to say you will, say the position, right. The position requires the successful candidate, right, to work weekends sometimes, would you be able to do that? Right. The position requires off hours. I mean, especially any salary exempt employee position rather than that you're hiring for, you know, you're on the clock 24/7 if you're salary exempt. So you might say the expectation is that you're going to be available for your colleagues and for management and the people who report to you from nine to five. That's the expectation. However, the nature of our business is such that sometimes you may have a call at seven, we have West Coast clients. If we're on the East Coast, we have international clients. So every now and then you might have to take a phone call at 11pm or 12am, are you going to be able to do that? So you always relate it back to the position, and I think, Ari, it's a great question and I think it's something that employers don't do enough because when it doesn't come up and now you are in that situation, you know, that creates problems because the person doesn't show up and they go, oh well I have such-and-such or I have whatever. And when we go, well you didn't tell us, and they go, well you didn't ask, but I did tell you with the hours were and you didn't give any indication as to that would be a problem. So I would, I would tie everything to the specific position and say this is the expectation of the hours. Can you comply with this?

[Ari]: Yes, I think that's a really good way to deal with it, Scott. So I think, you know, lastly, before we sign off for today, I wanted to ask you a question and we kind of talked about this. It was sprinkled in in our other episodes, but in the context of, you know, an employee interview, what to do if you're in the interview and the employee volunteers protected information, which I think does...You know, it definitely happens. By volunteer we mean, you know, basically we've gone through these examples but the employee says, you know, yeah, I'm interested in this organization because I have a disability and this is my disability and, you know, blah, blah, blah. So what's your advice to employers for how to deal with those types of voluntary disclosures?

[Scott]: Yeah, it's a great question and it happens all the time. Sometimes it's as overt as you've described. Sometimes it's more subtle.

[Ari]: Yes.

[Scott]: Where you ask the applicant a question and they go, I'm sorry, I didn't hear you. I have a hearing problem, now you're like, oh, boy, what do I do now? So I think, Well, okay, let's take the second case and then we'll go to the first one. The second one, I would say, oh, okay, are you able to hear me now? I mean, are we okay? And if they go, well, it's still okay if we move a little closer, if this is like an in-person thing, if it's on video or Zoom, say, well can we try to toggle the volume thing a little bit so you got to address it, right?

[Ari]: Yes.

[Scott]: But let's say it's more overt than that, like you said. Well, I'm interested because I know your organization works with the developmentally disabled community. I myself am disabled and my family is disabled. I think what you want to do is to shift as soon as you can, but I think you want to remind the person that you're an equal opportunity employer and you say, okay, but listen, since you raised it, I just want to remind you that we don't take any of that into consideration when we make our employment decisions. You know, we evaluate people based on their skills and if there is a disability, we see if there's an accommodation that can be made. But I want you to understand and rest assured that none of that will have any bearing on our decision. You used disability. What if they used race or age? Right. And they say, well, I'm interested, because I know you do a lot of work in the black race community. Okay. And I'm very interested in that. And I'm an advocate, and I think you should know that when you consider my application. Thank you very much. You need to know that we don't make employment decisions based on race or age or whatever. We have any EEO policy, I'm happy to share it with you, you know, thank you for telling me that, but it's very important that you understand we don't base our decision on any of that and then shift as soon as you can to something, tell me a little bit more about this...

[Ari]: So don't ask follow up questions about it.

[Scott]: Nooo. No, change the subject. So yeah, so my sister has this great thing my younger sister at Thanksgiving, if my sister asks if anybody has any gum, you know, to change the subject because she doesn't chew gum. So let's say something heated...anybody got an gum...that's our way of knowing we need to pivot. So if that comes up in your interview, ask about the gum, or something else right!

[Ari]: Right.

[Scott]: Right. Quickly pivot. Now, if they continue along those lines, yeah, it's going to tell you something, are they setting you up? You know, are they really interested and just want to let you know, I think you still maintain an even keel, say, listen, I understand that. But listen, I want to be respectful to your time. And I do have some more questions that I'd like to ask. So can I move on to this area?

[Ari]: Right.

[Scott]: And then so that's another way of saying you got any gum?

[Ari]: Yeah, I think that's a good, that's great, Scott, because, you know, a lot of times if it's something somebody could be passionate about, like in the examples we discussed. So directing the conversation could be a challenge.

[Scott]: Yeah. And I wish I could attribute to one of my mentors who came up with that. I want to be respectful of your time. Yeah, that's shorthand way of saying we got to get out of here. I don't have all day. Right. But please, no pride of ownership. Folks listening to this podcast, watching it, use that phrase, you know, if you want to kind of get out. Say, listen, I know we blocked 45 minutes or half an hour. I want to be respectful of your time. So I really do need to ask you these sorts of questions. Please, by all means, use that phrase. It's another way of saying, I don't want to hear that.

[Ari]: Yes, I like it. And it really applies to other facets of life. I would say.

[Scott]: Oh god, now that I've said that, if any of our clients are listening to this and you hear me say, okay, I really am....oh boy!

[Ari]: No, I'm just messing with you, Scott.

[Scott]: No, I know. Just kidding. Those of you who may have worked with me, you know, we love you and all the time, whatever you need we're here for you.

[Ari]: Yes, yes. Scott, all right. Well, thank you so much. I think this has been great. I think this is really good practical advice for employee, you know, excuse me, applicant interviews. I just want to say thank you so much again for joining us for this segment. It's been awesome. You know, I really enjoyed talking to you. Is there anything else you want to kind of let our listeners know before we sign off?

[Scott]: No, I appreciate it. This is the first kind of interview podcast that I've actually done. I mean, I try to do some presentations and webinars, but this is the first format. So I want to thank you for putting me at ease.

[Ari]: Yes.

[Scott]: Great. And really, the takeaway for those employers on the line is again, there's a potential minefield out there and you want to make sure that you're prepared for any interview. You know, you take them all very, very seriously. And that you are prepared for these situations that may come up. And if you really don't know what's going on, please, by all means, seek legal counsel and walk through it before you make an employment decision.

[Ari]: Great advice.

[Scott]: And I guess if there is any applicants who are listening to the podcast, there's no hidden secrets, you know, try to understand that when you're being interviewed, the employer really wants to try to find whether you're a good fit. So the questions that they're going to be asking are going to be related to the job, and they want to make sure that this is going to be a win-win for both of you. I think there's words of wisdom here for those of you who are looking for jobs too, you know, as you go into the interview, to give you an idea of what the employers are looking for, so hopefully that's helpful as well.

[Ari]: Great. Thank you so much, Scott. Really appreciate it. I think this has been a really good segment, really valuable information. And to our listeners, tune in to our next segment where we will go through

workplace policies, handbooks, everything you need to know about workplace policies. And we're going to keep you updated on the ever-evolving landscape that is New York law. So, Scott, thank you so much again. Have a great rest of your day. We'll talk soon.

[Ari]: The Labor Employment Podcast is available on [barclaydamon.com](https://www.barclaydamon.com), YouTube, LinkedIn, Apple Podcasts, Spotify and Google Podcasts. Like, follow, share, and continue to listen. Thanks.

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