

Successful Selections

Competency Based Interview Questions

Personal Performance Style Criteria

Ability to Learn: Assimilating and applying in a timely manner new job-related information that may vary in complexity.

1. We've all felt as if we were in over our heads on a job. Tell me about a time this happened to you.
2. In any new job, there are some things we pick up quickly and other things that take more time to learn. In your job at ____, what did you pick up quickly and what took more time to learn?
3. Describe a time when you learned something complex in a short period of time.

Adaptability: Maintaining effectiveness in varying environments and with different tasks, responsibilities, and people.

1. Have you ever had to adjust to a company reorganization? How did the change affect you?
2. Tell me about some situations in your job at _____ in which you had to quickly change what you were doing. What did you do? How did it affect you?
3. Tell me about a time when a new process or procedure was added to a job. How did it affect you? What did you do?
4. Give an example of when you conformed to a policy to which you did not agree. What was the outcome??

Attention to Detail: Accomplishing tasks through concern for all areas involved, no matter how small; showing concern for all aspects of the job; accurately checking processes and tasks; maintaining watchfulness over a period of time.

1. Describe a situation or process that required your close attention or adherence to procedures. Give an example of when your close attention paid off.
2. We all have overlooked details when working on something. When has this happened to you?
3. Describe a time when you identified an error or problem that others had missed.
4. Tell me about a time when the details of something you were doing were especially important. How did you attend to them?
5. (For applicants with little work experience) Tell me about some detailed class projects you worked on. How did you handle the details?
6. Tell of a time when your active listening skills really paid off for you.
7. What have you done to improve your listening skills.

Consistency: Demonstrates reliability and dependability in performance, completes work in a timely manner and meets commitments with minimal oversight. Is thorough, accurate, and reliable when performing and completing job tasks.

1. How do you maintain quality control standards?
2. Review the step-by-step procedures to accomplish a task in your job.
3. Explain how to operate a piece of workplace equipment/machinery from start to finish.
4. How do you maintain consistency in each part of your job?

Formal Presentation Skills: Effectively presents ideas, information and materials to individuals and groups. Effectively prepares and provides structured delivery; facilitates workshops or meetings in a structured manner, can facilitate and manage group process.

1. What steps do you take to prepare for a presentation?
2. How do you prepare for a presentation to a group of technical experts in your field?
3. Tell us about the most effective presentation you have made? What was the topic? What made it difficult? How did you handle it?
4. What kinds of oral presentations have you made? How did you prepare for them? What challenges did you have? What feedback did you receive after the presentation?
5. How do you determine an audience's needs, interests, attitudes and level of awareness?
6. How do you handle difficult questions or check for clarity during public speaking?
7. Describe a situation when you tailored a presentation to fit the needs of the audience?
8. Did you ever do presentations or give speeches? Could you give a recent example?
9. What is your reputation as a speaker? Could you give an example that applies to this job? How did you prepare? Did you use any props, power point or
10. Tell about a recent successful experience in making a speech or presentation. How did you prepare? What obstacles did you face? How did you handle them?
11. Tell about a time when you were particularly effective in a talk you gave or a seminar you taught.

Influence: Uses appropriate interpersonal skills and techniques to gain acceptance for ideas or solutions. Uses influencing strategies to gain genuine agreements; Seeks to persuade rather than force solutions or impose decisions or regulations.

1. Describe a situation when you were able to have a positive influence on the actions of others.
2. What did you do to gain the cooperation of a difficult group?
3. What do you do to maintain trust and unity among employees?
4. Describe some situations in which a project was accomplished primarily due to your actions. What actions did you take?

Initiative: Asserting one's influence over events to achieve goals; self-starting rather than accepting passively; taking action to achieve goals beyond what is required; being proactive.

1. What has been your biggest achievement at _____? What steps did you take to achieve it?
2. Have you suggested any new ideas to your manager recently? How did you present them? What happened?
3. What changes have you tried to implement in your job? What have you done to get them underway?
4. Give me some examples of when you did more than was required in your job.
5. What steps have you taken to improve your skills or performance?
6. Have you ever had a good idea that nobody was really interested in? What did you do to have it implemented anyway?

Innovation: Uses creativity and imagination to develop new insights into situations and applies new solutions to problems. Comes up with new and unique ideas.

1. Describe a situation when you demonstrated initiative and took action without waiting for direction. What was the outcome?
2. Give an example of when you took a risk to achieve a goal. What was the outcome?
3. Tell us about a suggestion you made to improve the way job processes/operations worked. What was the result?
4. When was the last time you thought "outside of the box" and how did you do it?

Integrity: Maintaining and promoting social, ethical, and organizational norms in conducting internal and external business activities.

1. Have you ever been asked to do something on a job that you didn't think was right? What did you do?
2. It is often easy to blur the distinction between confidential information and public knowledge. Have you ever been faced with this? What did you do?
3. Sometimes strict policies make it very difficult to get work done. Can you think of a time when you had to bend a rule to get your work done more efficiently?
4. Tell us about a specific time when you had to handle a tough problem that challenged fairness or ethical issues?
5. Describe a time when you were asked to keep information confidential.
6. Give examples of how you have acted with integrity in your job/work relationship.
7. If you can, tell about a time when your trustworthiness was challenged. How did you react/respond?
8. On occasion we are confronted by dishonesty in the workplace. Tell about such an occurrence and how you handled it.
9. Trust requires personal accountability. Can you tell about a time when you chose to trust someone? What was the outcome?
10. Think of a situation where you distrusted a co-worker/supervisor, resulting in tension between you. What steps did you take to improve the relationship?

Oral Communication Skills: The effective interpretation, composition, and presentation of information, ideas, and values to a specific audience.

1. Have you ever received comments on the way you express yourself? Could you give an example?
2. Have you ever noticed that an employee did not understand an assignment you had given orally? How did you know that he/she did not understand? What did you do?
3. Describe a situation in which oral communication was very important to you. What was your role? How did you do it?
4. Describe a situation when you were able to strengthen a relationship by communicating effectively. What made your communication effective?
5. Describe a situation where you felt you had not communicated well. How did you correct the situation?
6. Describe a time when you were able to effectively communicate a difficult or unpleasant idea to a superior.
7. Give me an example of a time when you were able to successfully communicate with another person, even when that individual may not have personally liked you , or vice versa.
8. Have you ever had to "sell" an idea to your co-workers or group? How did you do it? Did they "buy" it?
9. How do you keep your manager informed about what is being done in your work area?
10. How do you go about explaining a complex technical problem to a person who does not understand technical jargon?
11. What kinds of communication situations cause you difficulty? Give an example.
12. Tell about a time when you had to present complex information. How did you ensure that the other person understood?
13. Tell about a time when you had to use your verbal communication skills in order to get a point across that was important to you.
14. What have you done to improve your verbal communication skills?
15. We find that what works with one person does not necessarily work with another. We must be flexible in our style of relating to others. Give an example of when you had to vary your communication style with a particular person.
16. Tell about a project you worked on where you kept your supervisor apprised of your progress during the project.

Resilience: Demonstrating stress tolerance by continuing to perform effectively when faced with time pressures, adversity, disappointment, or opposition.

1. What has been the biggest disappointment you ever encountered in your work? How did you deal with it? What actions did you take to resolve the problem?
2. Explain a time you have maintained your motivation and professional standards during a period of heavy workload and/or a reduced workforce? What steps did you take to keep up performance? Did everything get done on time?
3. How do you maintain your patience and stay cooperative when dealing with irate, uncooperative people? Please give us an example of a time when this happened you you.

4. Have you ever experienced the failure of a major project or the rejection of your point of view? How did you respond? What did you learn from it?
5. Describe how you continued to persevere in your job when you experienced a lack of adequate funding or suffered equipment breakdowns.
6. On many occasions, managers have to make tough decisions. What was the most difficult one you have had to make?
7. Tell me about setbacks you have faced. How did you deal with them?
8. What has been your major work related disappointment? What happened and what did you do?
9. What is the most competitive situation you have experienced? How did you handle it? What was the result?
10. Tell about a time when you took responsibility for an error and were held personally accountable.
11. Tell about a time when your supervisor criticized your work. How did you respond?

Safety Awareness: Being aware of conditions that affect employee safety.

1. Tell me about a time when you recognized an unsafe situation at work. What did you do?
2. Accidents happen. What types of accidents have you been involved in on the job? (Probe for causes)
3. Sometimes people have to bend safety or security rules to finish a job. Share some examples of when you had to do this.
4. How do you identify safety hazards and correct them before someone is injured?
5. Have you prepared or presented a safety training or demonstration? What was the topic? Why was this necessary? How did you prepare? What was the result?

Service Orientation: Making an effort to listen to and understand the customer (both internal and external; client, resident, etc.); anticipating customer needs; giving high priority to customer satisfaction.

1. Have you ever had to “go the extra mile” to satisfy a client? Tell me what you did.
2. Sooner or later we all have to deal with a customer who has unreasonable demands. Think of a time when you had to handle unreasonable requests. What did you do?
3. Tell me about a time when you handled a customer complaint effectively.
4. Tell me about a time when you handled a customer complaint ineffectively.
5. Tell me about a difficult customer (internal or external) with whom you had to deal. Why was he/she difficult? What did you do?
6. How do you check for customer satisfaction?

Stress Tolerance: Maintaining stable performance under pressure and/or opposition (such as time pressure or job ambiguity); relieving stress in a manner that is acceptable to the person, others, and the organization.

1. What conditions at _____ have been the most stressful for you? Why? How did you react?

2. Describe a time when your work load was particularly heavy. How did you respond?
3. Describe a time when you faced a particularly demanding rush situation (emergency, deadline, etc.). How did you react?
4. Have you ever faced an ethical or value conflict in your job? Explain. How did you react?
5. Describe a time when you faced unreasonable goals or expectations on a job. How did you respond?
6. What parts of your current job do you find most stressful?
7. How do you reduce your own stress level on the job?
8. Tell about some demanding situations in which you managed to remain calm and composed.
9. There are times when we are placed under extreme pressure on the job. Tell about a time when you were under such pressure and how you handled it.

Striving Excellence: Joining a community in fostering and praising excellence in teaching, scholarship, innovation, and creative endeavor.

1. When are you satisfied with your work? What are your standards?
2. What kind of work do you tend to put off? What do you find difficult in that kind of work? How do you deal with it practically?
3. What do you do if you notice a lack of effort in your colleagues?
4. Tell me about a suggestion you made to improve the way job processes or operations worked. What was the result?
5. Give an example of when you questioned "the way things have always been done" to ensure that a process continued to be relevant and add value. What was the outcome?
6. Tell me about one of your workplace improvements that another department now uses.
7. In your last or current job, what problems did you identify that had previously been overlooked? Were changes made? Who supported the changes as a result of your ideas?
8. Tell me about something new or different that you did in your department that improved customer service, productivity, quality, teamwork, or performance.
9. Give an example of a project that you performed that you are proud of. Tell us about your success in reaching it.
10. Tell about a time when you had to go above and beyond the call of duty in order to get a job done.
11. Tell about a time when a specific task had to be completed and you were able to focus your attention and efforts to get it done.
12. Tell about the last time that you undertook a project that demanded a lot of initiative.
13. Tell how you keep your job knowledge current with the on going changes in the industry.
14. There are times when we work without close supervision or support to get the job done. Tell about a time when you found yourself in such a situation and how things turned out.
15. What is the most competitive work situation you have experienced? How did you handle it? What was the result?
16. What is the riskiest decision you have made? What was the situation? What happened?
17. What kinds of challenges did you face on your last job? Give an example of how you handled them.
18. What sorts of things have you done to become better qualified for your career?

Tenacity: Ability to stay with a plan of action until the desired outcome is achieved or no longer reasonably attainable.

1. Describe a situation in which you had some difficulties in achieving desired results. How did you succeed?
2. What is a major obstacle you have had to overcome in the past 12 months?
3. Describe a situation where you had inadequate resources to accomplish your objectives and how you overcame the deficiencies to succeed anyway.
4. What is the most competitive situation you have experienced? How did you handle it? What was the result?
5. Describe a time when you stayed with a plan of action at work until the desired objective was achieved.
6. Describe a time when you were asked to complete a difficult task or project where the odds were against you. Were you successful? What did you learn from the experience?
7. Tell about a time when you achieved a great deal in a short amount of time.
8. Of your current assignments, which do you consider to have required the greatest amount of effort with regard to planning/organization? How have you accomplished this assignment? How would you assess your effectiveness?
9. Give an example of something you've done in previous jobs that demonstrate your willingness to work hard.
10. Describe a project or idea that was implemented primarily because of your efforts. What was your role? What was the outcome?

Teamwork (Cooperation): Active participation in, and facilitation of, team effectiveness; taking actions that demonstrate consideration for the feelings and needs of others; being aware of the effect of one's behavior on others.

1. Describe a situation in which you helped a peer or coworker.
2. Describe a situation in which you wish you had acted differently with someone in your work group. What happened?
3. Tell me about one of the toughest groups with which you've had to work. What made the group tough? What did you do?
4. Have you ever had difficulty getting along with a coworker? How did you handle the situation?
5. Have you ever helped a peer learn something new? How did you teach this person?
6. Have you ever been in a group with an unproductive person? What did you do?
7. (For applicants with little work experience) Describe a situation in which you wished you had acted differently with someone at school. What happened?
8. What have you done in past situations to contribute toward a teamwork environment?
9. What have you done in the past to contribute toward a teamwork environment?
10. Have you ever dealt with a situation where communications were poor? Where there was a lack of cooperation? Lack of trust? How did you handle these situations?

Written Communication Skills: Expressing thoughts and ideas clearly in writing using correct grammar, organization and structure. For example: Produces written materials that are organized and easy to understand.

1. What has been the most difficult piece you ever had to write? What was so difficult about writing it?
2. What professional writing experience do you have? What kinds of work have you written and for which audiences?
3. Could you rewrite the following sentence in proper English: “Paul McCartney is an artist born in the year 1942 with which he has won several prizes”.
4. What positive and negative feedback have you received about your writing skills? Please give an example of the feedback your received.
5. Tell me about a time in which you had to use your written communication skills in order to get an important point across.
6. We often need to document what work we have done in written form. Give an example of how you have done that in the past.

Leadership/Influence Criteria

Coaching: Process which facilitates learning and development so that it can bring about an improvement in performance.

1. How have you enhanced your employees' professional development? What actions have you taken? How has the employee improved?
2. How do you conduct a personal/professional development interview with an employee who is lacking motivation? Could you give an example?
3. Please give an example of an employee you found difficult to coach?
4. How much time do you spend on average, on your employees' professional development? Could you give examples of recent, successful personal developments?

Collaboration: Working effectively with others in the organization outside the line of formal authority (such as peers in other units or senior management) to accomplish organizational goals and to identify and resolve problems.

1. Tell me about a time when you worked with a person outside your department to get information or ideas. What did you do to obtain the information?
2. Can you tell me about an experience when people outside your work group have asked for your help in solving a problem or meeting an objective? How did you react? What did you do?
3. Tell us about a project team you were on. What was your role? What actions did you specifically take? What was the outcome.
4. We've all had occasions when we were asked for ideas in solving work issues in which we didn't have much knowledge or experience. When did this happen to you? What did you do?
5. What challenges have occurred while you were coordinating work with other units, departments, and/or divisions?

Conflict Management: Uses appropriate interpersonal styles and techniques to reduce tension and/or conflict between two or more people; able to size up situations quickly; able to identify common interests; facilitates resolution.

1. Describe a time when you took personal accountability for a conflict and initiated contact with the individual(s) involved to explain your actions.
2. Tell me about a time when you helped a colleague with a conflict they were having with someone else.
3. Tell me about a time when you served as a mediator or a neutral third party. What did you do? How did it end?
4. Tell me about a conflict you handled well and one you didn't handle well.
5. Tell me about a time you had to diffuse a difficult situation? What happened? How did it work out? Were there any techniques you used?
6. When you disagree with your manager, what do you do? Give an example.
7. Tell about a time when you and your current/previous supervisor disagreed but you still found a way to get your point across.

8. Tell me about the most difficult or frustrating individual that you've ever had to work with, and how you managed to work with them.

Delegating Responsibility: Comfortably delegates responsibilities, tasks, and decisions; appropriately trusts others to perform; provides support without removing responsibility.

1. How do you make the decision to delegate work? What factors do you consider?
2. What is the biggest mistake you have had when delegating work? The biggest success?
3. Tell me about a project in which you delegated routine and important tasks to others. How did you assure the tasks got completed?
4. Tell me about a time when the person you delegated a task to did not complete it as needed. What did you do to save the project? How did you deal with the person that let you down?

Developing Organizational Talent: Developing subordinates' skills and competencies by planning effective development activities related to current and future jobs.

1. To what extent have you developed subordinates by including them in your decision making? Why?
2. How (if at all) have you involved others in determining their career development activities? Give examples.
3. It's not always easy to devote a lot of time to each person who works for you. Think of a time you missed an opportunity to help others develop. What happened?
4. Have any of your subordinates ever been promoted to a position of more responsibility? Were they successful? Why?
5. Describe your least effective employee's weaknesses and what you have done to strengthen them.
6. Do you have a training program or a development plan for your employees? Describe it.
7. Not everyone becomes successful at their jobs. Tell me about one of your employees who failed to become successful. What was your role in trying to develop this person?

Individual Leadership: Using appropriate interpersonal styles and methods to inspire and guide individuals (subordinates, peers, and superiors) toward goal achievement; modifying behavior to accommodate tasks, situations, and individuals involved.

1. We sometimes make decisions that not everyone agrees with. What unpopular decisions have you made? How did you communicate them?
2. When have you inspired someone to work hard to do a better job? How did you do that?
3. We've all had meetings in which things didn't go as planned. Describe some of the most difficult one-on-one meetings you've had with peers or subordinates. What did you do?
4. (For applicants with little work experience) Describe a situation in which you had to influence a classmate or peer to cooperate with you. What did you say?
5. (For applicants with little work experience) Tell me about leadership responsibilities you have held in extracurricular activities. What are some examples of challenges you faced as a leader?

6. As a supervisor, communication is essential. How did you keep people apprised of what was going on?. How do you decide what to share and what not to share?
7. Tell me about a time when you failed to give your team or a member of your team the information needed to do the job you asked of them.
8. How do you keep subordinates informed about information that affects their job? What do you do when a subordinate comes to you with a challenge?
9. What have you done to help your subordinates to be more productive?
10. What have you done to make sure that your subordinates can be productive? Give an example.

Meeting Facilitation: Using appropriate interpersonal styles and methods to motivate and guide a meeting toward its objectives; modifying behavior according to tasks and individuals present.

1. Tell me about one of the toughest groups from which you had to get cooperation in a meeting. Did you have formal authority? What did you do?
2. How often do you meet with your employees as a group? Walk me through the most recent time: How did you prepare? What was your role? What was accomplished?
3. Think of a meeting you recently led. What did you say or do during the meeting? How did it end?
4. Have you ever led a meeting in which someone dominated the discussion? What did you do?
5. Tell me about a time when you witnessed a project fail because nobody had the courage to tell it like it was until it was too late.
6. (For applicants with little work experience) Describe a class assignment that required you to meet with others to accomplish a task. What did you do?

Meeting Membership: Using appropriate interpersonal styles and methods in helping a meeting to reach its goal; being aware of the needs and potential contributions of others.

1. Describe a meeting in which you helped to solve a problem. What did you do?
2. Tell me about a meeting in which you had to take a stand on an unpopular issue. What did you say?
3. Tell me about a meeting in which you suggested an idea. What approach did you use?
4. Tell me about a meeting in which you supported someone else's ideas. What did the person say, and how did you offer support?
5. How often do you meet with coworkers as a group? What is your role in these meetings? Walk me through your participation in the most recent example.
6. (For applicants with little work experience) How often did you meet in study groups? What was your role in these meetings? Describe a meeting in which you played this role.

Negotiation: Effectively exploring alternatives and positions to reach outcomes that gain all parties' support and acceptance.

1. Describe a situation in which you had to arrive at a compromise or guide others to a compromise.
2. Walk me through a negotiation of which you are particularly proud.

3. Think of a time when a negotiation didn't turn out exactly as you had planned. Why?
4. Tell me about a time when you were involved in contract talks with customers/vendors/unions. What was your role?
5. It is often difficult to keep negotiations issue-oriented. Tell me about a time when you were able to do this.

Sensitivity: Taking actions that indicate a consideration for the feelings and needs of others; being aware of the impact of one's own behavior on others.

1. Most of us get irritated by some people or their actions. In turn, we sometimes irritate others. Give me some examples of what you have done in specific instances to minimize irritations either way.
2. Occasionally we have to work with people who are very sensitive or get upset easily. Tell me about a time when you worked with a person like this.
3. People at work have emotional highs and lows. Tell me about a time when you were aware of someone's feelings and acted accordingly. How did you do it?

Visionary Leadership: Creating a desired future state through helping others see, and emotionally feel, how things can be different and better.

1. Describe a time when you had to formulate or convey a vision for your organization.
2. Have you ever been in a situation in which you were able to anticipate the need for a new product or service? What did you do about it?
3. What are the most significant changes you have brought about in your organization?
4. Sometimes you have to take a stand regarding the future of products or services. Have you ever been in a situation in which you had to discontinue or redirect products or services? What did you do?

Planning and Organizing Criteria

Following is a list of questions designed to gather information relating to an individual's ability to schedule work and handle multiple tasks.

Quality Orientation: Monitors and checks work to meet quality standards; demonstrates a high level of care and thoroughness; checks work to ensure completeness and accuracy

1. Giving birth to new ideas may come from a person's creativity and thinking skills; however, many high quality ideas come from hard work and dedication. Tell me of an idea you produced through combined hard work and intuition.
2. When has a project or event you organized not gone according to plan? What happened? Why? How did you feel?
3. Tell me about a time when your supervisor was not satisfied with the quality of your work. What actions did you take?
4. Give me an example of a time when you recognized an opportunity for process improvement in your department or group. What did you do?
5. Tell me about a specific project or program that you were involved with that resulted in improvement in a major work area. What was your role/input?

Quantity of Work: Produces and appropriate quantity of work; does not get bogged down in unnecessary detail; able to manage multiple projects; able to determine project urgency in a meaningful and practical way; organizes and schedules people and tasks.

1. Tell me about a time when you had too many things to do and you were required to prioritize your tasks.
2. Describe the system you use for keeping track of multiple projects. How do you track your progress so that you can meet deadlines? How do you stay focused?

Work Prioritization & Management: Establishing a course of action for self and/or others to accomplish a specific goal; planning proper assignments of personnel and appropriate allocation of resources. Organizes work, sets priorities, and determines resources requirements; determines necessary sequence of activities needed to achieve goals.

1. We all have had times when we just couldn't complete everything on time. When and how has this happened to you?
2. Do you have a system for organizing your work area? Tell me how that system helped or didn't help you do your job.
3. Give me a recent example of a time when your schedule was upset by unforeseen circumstances. What did you do?
4. Tell me about a time when you missed a deadline on an assignment. What were the causes? What did you do?
5. When scheduling your time, how do you determine priorities? Give an example of a time you had to prioritize your work.
6. Tell about a time when you were particularly effective on prioritizing tasks and completing a project on schedule.
7. (For applicants with little work experience) Tell me about a time when your course load was heaviest. How did you complete all your work?
8. When you have a lot of work to do, how do you get it all done? Give an example? (Find out if it was poor planning that caused the backlog.)

Strategic Planning: Establishing a course of action to accomplish a long-range goal or vision; allocating resources – human, material, financial; defining intermediate goals and contingencies.

1. How have you established priorities to implement a new vision or direction? Give an example.
2. Have you ever allocated financial resources to accomplish a long-range goal? Give an example.
3. How did you set long- and short-term goals for your department?

Decision-Making Criteria

Analysis/Problem Identification: Securing relevant information and identifying key issues and relationships from a base of information; relating and comparing data from different sources; identifying cause-effect relationships.

1. If we're lucky, we sometimes can identify and correct a small problem before it becomes a major one. Can you give me an example of when you were able to spot a small problem before it became major?
2. Tell me about a time when you had to analyze or interpret financial information.
3. Tell me about a time when you had to review detailed reports or documents to identify a problem.
4. What information have you been required to analyze? Describe one of your most difficult analyses.
5. Describe the process you used to troubleshoot a particular problem with a piece of equipment.

Decisiveness: Making timely decisions, rendering judgments, taking action when appropriate, and committing to a side or position.

1. Occasionally, most of us have had to make quick decisions. Tell me about some of your quick decisions.
2. Tell me about a time when you were very comfortable making a decision. Contrast that with a time when you were not as comfortable.
3. Making decisions in group situations is difficult because some will like the decision and others will not. Describe a time when you needed to make a decision with these possible results.
4. Sometimes it is prudent to delay or even avoid making a decision. When have you declined to make work-related decisions?

Independence: Taking actions in which the dominant influence is one's own convictions rather than the influence of others' opinions and reactions.

1. Describe a time when you stood out from the crowd by taking a stand on an important issue.
2. Sometimes we have to go against traditions or policies to accomplish a goal. Describe a time when this has happened to you.

3. Sometimes our coworkers pressure us to go along with an idea, even though we don't think it is a good one. Tell me about a time when this happened to you.
4. It is often difficult to make an unpopular decision, knowing it's not possible to please everybody. Have you ever made one of these decisions? Tell me about it.
5. Tell about an experience in which you had to speak up in order to be sure that other people knew what you thought or felt.
6. Tell me about a situation when you had to speak up (be assertive) in order to get a point across that was important to you.

Innovation: Generating creative solutions to work situations; trying different and novel ways to deal with organizational problems and opportunities.

1. Have you had an opportunity to generate a novel solution to a problem? What happened? Where/how did you initially come up with the idea?
2. How have you changed the job since coming to _____? Why and how did you make these changes?
3. Can you think of a time when your usual approach to problem-solving didn't produce the desired solution? What did you do?

Judgment: Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into consideration resources, constraints, and organizational values.

1. Give me an example of a good decision you made recently at work. What alternatives did you consider? How did you choose?
2. We all make decisions that turn out to be the wrong ones. Describe some work decisions you wish you could rethink. What did you do? What happened?
3. Tell me about a time when you took disciplinary action against an employee. How did you decide what to do?
4. Describe the last time you made a difficult decision on the job. What facts did you consider? How long did it take you to decide?
5. Can you give me an example of a decision you made that affected company policy? What factors did you consider in your decision?

Job Fit Criteria

Diversity: A set of values, behaviors, attitudes, and practices within a system, organization, program or among individuals, which enables them to work effectively, cross culturally.

1. Give a specific example of how you have helped create an environment where differences are valued, encouraged and supported. What was the result?
2. Tell us about a time when you had to adapt to a wide variety of people by accepting/understanding their perspective.
3. What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning? Describe a specific example.
4. What measures have you taken to make someone feel comfortable in an environment that was obviously uncomfortable with his or her presence? Give a specific example.

5. Give me an example of a time when a person's cultural background affected your approach to a work situation. How did you handle the situation? How did it work out?
6. Tell about a time that you successfully adapted to a culturally different environment. Tell about a time when you made an intentional effort to get to know someone from another culture.
7. What have you done to support diversity in your unit? Please give a specific example. Give examples of when your values and beliefs impacted your relationships with your co-workers.
8. Tell about a time when you were particularly perceptive regarding a person's or group's feelings and needs. How did you attend to these needs? What was the result?
9. How have you reacted to conversations between co-workers that were clearly offensive to non-participants? How did you handle it? How did it work out?
10. Tell about a time that you evaluated your own beliefs or opinions around issues of difference. What steps did you take?

Motivational Fit: The extent to which job activities and responsibilities, the organization's mode of operation and values, and the community in which the individual will live and work are consistent with the type of environment that provides personal satisfaction; the degree to which the work itself is personally satisfying. . The intent is not to see if they had good motivation/satisfaction in their previous jobs, but to see if the types of things they enjoy doing will be available in this position.

1. What do you like best about your job as a _____? Why?
2. What do you like least about your job as a _____? Why?
3. All jobs have their frustrations and problems. Describe some specific tasks or conditions that have been frustrating for you. Why were they frustrating?
4. Jobs differ in how often unexpected changes can disrupt daily routines. How do you feel when this happens? Tell me about a time when this happened recently.
5. Jobs differ in the amount of time one needs to spend at work. Tell me about a time when you were satisfied/dissatisfied with the amount of time you needed to spend at work.
6. Tell me about the most boring jobs or tasks you have had. Why were they boring?
7. Jobs differ in the variety of tasks/projects that people conduct. Tell me about a time when you were most/least satisfied by the variety in your job.
8. Jobs differ in the amount and type of decision-making involved. Tell me about a time when you were most/least satisfied with the number of decisions you had to make on the job.
9. Jobs differ in the extent to which people work independently or as part of a team. Tell me about a time when you were most satisfied working alone/on a team.
10. Organizations differ in their work pace. Tell me about a time when you really liked/disliked the required pace for the job. Why?

Technical/Professional Knowledge: Having achieved a satisfactory level of technical and professional skills/knowledge in job-related areas; keeping abreast of current development and trends in areas of expertise.

1. Give me an example of an assignment you worked on that shows your expertise. What did you do?

2. Sometimes it's easy to "get in over our heads." Describe some situations in which you had to request help on one of your technical projects or assignments.
3. What experience do you have operating (computers, other equipment)? For what purposes have you used it? What is your proficiency level?
4. Give me some examples of the most complex responsibilities you have had. What were your roles?
5. What is your experience in (bookkeeping, office administration, food prep, etc.)? Tell me about some specific things you did.

Work Standards: Setting high goals or standards of performance for self, subordinates, others, and the organization; being dissatisfied with average performance; self-imposing standards of excellence rather than having standards imposed by others.

1. What do you consider the most important contributions you have made to your department/organization? What did you do?
2. Sometimes supervisors' evaluations of work differ from ours. When has this happened to you? What did you do?
3. Describe a time when you made a suggestion to improve the work in your organization.
1. Eventually, everyone comes under some pressure to sacrifice quality to complete work on time. When has this happened to you? What did you do?
2. (For applicants with little work experience) We don't always agree with teachers'/instructors' evaluations of us. Tell me about a time when you disagreed with an instructor's assessment of your work. How did you handle the situation?
3. (For managerial candidates) Are you satisfied with your team's or department's performance? Why/why not? What action(s) are you taking (if any) to improve the performance?
4. Tell about a recent job or experience that you would describe as a real learning experience? What did you learn from the job or experience?
5. Tell about some demanding situations in which you managed to remain calm and composed.
6. There are times when we are placed under extreme pressure on the job. Tell about a time when you were under such pressure and how you handled it.
7. What have you done to further your own professional development in the past 5 years?
8. When you have been made aware of, or have discovered for yourself, a problem in your work performance, what was your course of action? Can you give an example?
9. We all face times when personal issues pull us away from work responsibilities. If possible, tell about a time when your dependability or attendance at work was challenged. How did you handle it and/or remain accountable or involved in work?
10. Give an example of something you've done in previous jobs that demonstrate your willingness to work hard.

Work Tempo: Performing a task at a specific pace without unnecessary expenditures of time or waste of supplies and materials; demonstrating a consistent rate of speed for accomplishing activities in a specific order.

1. Tell me about a time when the work load was very heavy. How did you maintain production/keep up the pace?

2. What jobs have required you to work at a fast pace and still maintain quality standards?