SAMPLE INTERVIEW QUESTIONS

When preparing to interview candidates, first identify the competencies that someone needs in order to be successful in the position. With those identified, you can then create or choose interview questions that focus on how the person has demonstrated these competencies in the past. The best way to determine how someone will perform in the future is to find out how they have performed in the past.

Keep it Job Related
The prevailing legal standard when hiring is that any evaluation of the candidates must be related to the position. Keep this in mind when asking interview questions.
NEVER ask questions in a job interview that directly or indirectly elicit information about an applicant's age, sexual orientation, national origin, religious or political beliefs, disability, race, marital, or family status!

Below is a comprehensive list of general interview questions. However, you may want to create some questions that are specific to your vacancy.

If you have any questions about this information, please contact your recruiter.

Contents

* Signifies that this is a University Staff Competency. See page 19 for definitions of all 5 competencies.

Achievement

Demonstrates concern for achieving or surpassing results against an internal or external standard of excellence. Shows a passion for improving the delivery of services with a commitment to continuous improvement.

- Tell us about a time when you had to go above and beyond the call of duty in order to get the job done.
- Tell us about a time when a job had to be completed and you were able to focus your attention and efforts to get it done.
- There are times when we work without close supervision or support to complete a task. Tell us about a time when you found yourself in such a situation and how things turned out.
- When you have a lot of work to do, how do you get it all done? Give an example?
- What is one of two of your proudest professional accomplishments? Why?
- What do you consider to be one of your greatest professional achievements? Why?

Analytical Thinking/Reasoning

Brings a wide range of considerations and perspectives to issues, analyzing a variety of information to make logical, well-reasoned and effective decisions.

- Tell us about a time where you caught a discrepancy or inconsistency in the available information that might have caused significant problems if you had missed it.
- Describe a project or situation which best demonstrates your analytical abilities. What was your role?
- Tell us about a time when you had to analyze information and make a recommendation. What kind of thought process did you go through? What was your reasoning behind your decision?
- Tell us about a time when you participated in developing your departmental or organizational business strategy. What was your role? How did you approach it?

Attention to Detail

Thoroughness in accomplishing a task through concern for all areas involved, no matter how small. Monitors and checks work/information and plans/organizes time and resources efficiently.

- Can you describe a situation in your former position that required you to be "attentive" to details? What strategies or systems did you use to minimize errors in your work?
- Describe a situation where you discovered a mistake prior to distributing the product (report, letter, etc.). How did you discover the mistake and what action did you take and what did you learn?
- Tell us about a time when you caught a problem before it escalated.

Attitude and Motivation/Interest in Position

Identifying non-monetary motivators. Work style and experience fits well with the organization/department/work team.

- What interests you about this position and how does it fit into your career goals?
- Tell us more about why CU Boulder interests you. What specific attributes as they relate to your experience made you want to apply to this position?
- What specific skills and talents would you bring to CU Boulder?
- What are your career motivators?
- What are important factors in considering a new opportunity?

- What are your professional goals for the next five (or ten) years?
- What are a couple things that would keep you in this position, and what is one thing that would make you leave?
- Describe the work environment or culture in which you are most productive and happy.
- What are a few things you like about your current/former role, and something that you dislike?
- Describe the best manager you ever had. What made him or her stand out? How did you interact with this manager? How did you react to feedback, instructions, and criticism he/she gave you?
- How would your coworkers describe your work style in your current/former job?
- Why should we consider you for this position?
- What are your three most important responsibilities in your current job? What special skills or knowledge did you need to perform these duties?
- What would your past employer tell us is the area where you could use improvement?

Building Relationships

- Give an example of a time when you gained the commitment of other people to accomplish a particular assignment or project.
- Tell us about a time when there were objections/differences of opinion to your ideas. What did you do to convince the parties involved of your ideas, or how did you reach a compromise?
- How important is it to build relationships with clients, coworkers, subordinators, bosses, etc.? How do you go about doing this? What are the differences in relating to each group?
- Give an example of a time when you gained the commitment of other people to accomplish a particular assignment or project.
- How do you build relationships with other members of your team?
- How do you bring difficult colleagues on board? Give us an example where you had to do this.

Change Management/Adaptability

Changes behavioral style or method of approach when necessary to achieve a goal; adjusts style as appropriate to the needs of the situation.

- Tell us about a situation in which you had to adjust to changes over which you had no control. How did you handle it?
- What do you do when priorities change quickly? Give one example of when this happened.
- Which change of job did you find the most difficult to make?
- Tell us about the biggest change in the workplace that you have had to deal with. How did you handle it and what did you learn from it?
- Have you ever met resistance when implementing a new idea or policy to a work group? If so, how did you deal with it? What happened? If not, how would you go about implementing a new idea or policy?
- Describe a work situation where customers/clients changed their minds at the last minute. How did you handle it and what was the outcome?

- How have you adjusted your style when it was not meeting the objectives and/or people were not responding correctly?
- What do you do when you are faced with an obstacle to an important project? Give an example.
- Describe a situation where you started off thinking that your approach was the best but needed to alter your course during the implementation.
- Describe a situation where one of your projects suffered a setback due to an unexpected change in circumstances.
- Describe a situation where you were asked to do something that you had never attempted previously.

*Collaboration and Teamwork

Develops cooperation and teamwork while participating in a group, working toward solutions that generally benefit all involved parties. Contributes fully to the team effort and plays an integral part in the smooth running of teams without necessarily taking the lead.

- Describe a time when you coordinated a group in order to complete a task or project.
- Sometimes when working with others on a project, the group experiences the frustration of stalling or not making much progress towards completing the task. Describe a time when you decided to take a more active role in a group project because you thought the group was not progressing quickly enough to meet the goal.
- Give an example of a time when you gained the commitment of other people to accomplish a particular assignment or project.
- When groups work together, conflict often erupts. Tell us about a time that conflict occurred in one of your work groups and what you did about it.
- Tell us about a time when you changed your approach while working with a group in order to help the group accomplish its task better.
- There are times when we introduce new tasks to our co-workers. Describe a time when you gave or introduced a completely new task to a group and tell us how you helped the group meet the goals of the task?
- Some people work best as part of a group – others prefer the role of individual contributor. How would you describe yourself? Give an example of a situation where you felt you were most effective.
- Please tell us about the most difficult challenge you faced trying to work cooperatively with someone who did not share the same ideas. What was your role in achieving the work objective?
- What is the most difficult part of being a member, not a leader of a team? How do you handle this? Tell us about a situation where you played an important role as a team member, but not as a leader.
- Describe a time when you put aside your needs to help a co-worker understand a task. How did you assist them? What was the result?
- Describe a situation in which you were a member of a team. What did you do to positively contribute to it?
- How do you ensure that every member of the team is allowed to participate?
- Give us an example where you worked in a dysfunctional team. Why was it dysfunctional and how did you attempt to change things?
- How do you build relationships with other members of your team?

- How do you bring difficult colleagues on board? Give us an example where you had to do this.
- Describe a situation where you were able to influence others on an important issue. What approaches or strategies did you use?
- Describe a situation where you needed to influence different stakeholders who had different agendas. What approaches or strategies did you use?
- Tell us about an idea that you managed to sell to your superior that they weren't on board to begin with. What were the challenges and how did you get buy in?
- What is your worst selling experience?
- What was the best project or idea that you sold to management or superiors?
- Describe a time where you failed to sell an idea that you knew was the right one.
- When was the last occasion that you had to use your negotiating skills to bring about a resolution that was in everyone's best interest?
- Describe a time when you had to win someone over, who was reluctant or unresponsive.

*Communication

Ensures that key and critical information is shared in a timely fashion. Develops and delivers information in multi-modes that demonstrate the needs of different audiences. Listens sensitively and adapts communication to audience and fosters effective communication with others.

Verbal

Ability to communicate effectively verbally.
- Tell us about a situation where your communication skills made a difference to a situation.
- Describe a situation where you had to explain something complex to a colleague or a client. Which problems did you encounter and how did you deal with them?
- How do you prepare for important meetings?
- Tell us about a situation when you failed to communicate appropriately.
- Demonstrate how you vary your communication approach according to the audience that you are addressing.
- Describe a situation when you had to communicate a message to someone, knowing that you were right and that they were wrong and reluctant to accept your point of view.
- Describe a time when you were able to effectively communicate a difficult or unpleasant idea to a superior.
- Tell us about a time when you had to present difficult and/or complex information. How did you ensure that the other person understood?
- Tell us about a time when you and your current/previous supervisor disagreed but you still found a way to get your point across.
- How do you keep your supervisor/manager informed about what is being done in your work area?
- What experiences have you had with a miscommunication with a customer/employee/supervisor? What happened and how do you solve the problem?
- 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?

Listening

Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

- Give us an example when effective listening skills helped you in a problematic situation.
- Tell us about a time when you were asked to summarize complex points.
- Tell us about a time when you had trouble remaining focused on your audience. How did you handle this?
- What place does empathy play in your work? Give an example where you needed to show empathy.
- Describe a situation when you had to deal with an angry customer.
- Your manager and you disagree on how a difficult situation should be handled. After much discussion, your manager clearly communicates how he/she wants you to handle the problem. Upon leaving the manager's office, your coworkers want to know where you stand on the issues. How would you respond to your co-workers' inquires?
- Give an example of a time when you made a mistake because you did not listen well to what someone had to say.

Written

Ability to communicate effectively in writing, detect spelling errors, and use proper grammar, punctuation, and capitalization. NOTE: This is best observed by candidates providing examples of their work because it is largely an observable behavior.

- What type of writing have you done? Give examples. What makes you think that you are good at it?
- How does writing a report differ from preparing an oral presentation?
- What positive and negative feedback have you received about your writing skills? Give an example where one of your reports was criticized.
- How do you plan the writing of a report?
- Describe a time you wrote a report, or some kind of communication, that was well received by others.

Conflict Management and Resolution

Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

- Tell me about a time when you disagreed with an idea your coworker wanted to pursue. How did you approach the disagreement?
- Think about a situation in which you disagreed with the direction or idea that your boss suggested. What did you do to professionally disagree? If not, what were your thoughts about the situation?
- When you think about your experience with disagreement and conflict resolution, how would you rate your skills in handling differences of opinion? Please give an example that illustrates that skill.
- Describe a time when you took personal accountability for a conflict and initiated contact with individual(s) involved to explain your actions.
- Tell us about a time when you felt that conflict or differences were a positive driving force in your organization. How did you handle the conflict to optimize its benefit?
- Tell us about a time when you had to deal with a conflict within your team.

- Tell us about a situation where conflict led to a negative outcome. How did you handle the situation and what did you learn from it?
- Describe a time when someone shared their frustrations about another person with you. What advice did you give? What was the result?
- As a manager, I'm sure you have experienced situations in which employees were in conflict and disagreed with each other on important issues. What is your preferred approach for helping the employee resolve the conflict?

Continuous Improvement/Learning

Demonstrates eagerness to acquire necessary technical knowledge, skills, and judgment to accomplish a result or to serve a customer's needs effectively. Has the desire and drive to acquire knowledge and skills necessary to perform job more effectively.

- Describe a past success or failure. What did you learn from the experience and how have you applied what you learned?
- What have you done to ensure that you stay current on internal and external business issues?
- Tell about a time when you received feedback, either positive or negative, from management or another associate. How did you use this feedback?
- Tell us about a time when you volunteered for an assignment to expand your knowledge and skills.

Customer Service

Ability to project a positive image of an organization to clients, to the public, and meet the needs of the customer in a timely professional manner.

- Describe a situation when you encountered an irate customer/coworker. Please describe how you handled the situation. What was the outcome? If the encounter were to recur, would you handle it differently? If yes, what would you do differently?
- You probably have heard the saying, "the customer is always right." Can you tell me about a situation when you felt the customer was *not* right? Please describe how you responded. What was the outcome? What could you have done differently to increase the positive nature of this encounter?
- You are talking to a customer who asks you a difficult product question that you cannot answer. What would you do to resolve the customer's question?
- You recently notice your co-workers are very busy handling customers while you currently don't have any. What would you do and why?
- What do you like about being in customer service? What do you find is the most difficult part of being in customer service?
- *Role Play Scenario*

Decision Making and Discernment

Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions. Makes decisions authoritatively and wisely, after adequately contemplating various available courses of action.

- Discuss a difficult decision you have made regarding a task or project at work. What factors influenced your decision?
- Everyone has made poor decisions or has done something that just did not turn out right. Please discuss a similar situation you have from your previous work experience.

How did you handle the situation? What was the outcome? What would you do differently if a similar situation were to arise again?

- What big decision in the workplace did you make recently? How did you go about it?
- Give an example of a time when you had to delay a decision to reflect on the situation. What did you need to do this?
- What is the decision that you have put off the longest? Why?
- Give us an example of a situation where you had to make a decision without one of the key players, but knowing that these key players would judge you on that decision (e.g. supervisor unavailable at the time). Tell us about a time when you had to make a decision without knowledge of the full facts.
- Tell us about a situation where you made a decision that involuntarily impacted negatively on others. How did you make that decision and how did you handle its consequence?
- Tell us about a decision that you made, which you knew would be unpopular with a group of people. How did you handle the decision-making process and how did you manage expectations?
- Tell us about a situation where you made a decision too quickly and got it wrong? What made you make that decision?
- Have you ever had a situation where you had a number of alternatives to choose from? How did you go about choosing one and what was the outcome?

Delegation

Able to clearly and comfortably delegate both routine and important tasks/decisions; shares both responsibility and accountability – trusting others to perform.

- Do you consider yourself a macro or micro manager? How do you delegate?
- What was the biggest mistake you have had when delegating work? The biggest success?
- What type of responsibilities do you delegate? Give an example of a project where you made the best use of delegation.
- Give an example of a project or task that you felt compelled to complete on your own. What stopped you from delegating?
- Give an example of a situation where you reluctantly delegated to a colleague. How did you feel about it?
- Give an example where you delegated a task to the wrong person. How did you make that decision at the time? What happened and what did you learn from it?
- How do you cope with having to go away from the office for long periods of time
- (e.g. holidays)? Explain how you would delegate responsibilities based on your current situation.

*Diversity - Inclusive Excellence

Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. Creates and promotes an environment that is welcoming and holds opportunities for all. Is able to share and to engage with diverse perspectives Maximizing the success and inclusion of all students, staff and faculty.

- What role does diversity and inclusion have in the workplace? Do you have an example of a time when you experienced either a challenge or a success around diversity and inclusion in the workplace?

- Tell us about a time that you successfully adapted to an environment that is culturally different than your own.
- What have you done to contribute to diversity and inclusion in your unit?
- Give an example of a situation or project where a positive outcome depended on the work of people from a wide range of backgrounds and ideas.
    - What steps do you take to understand your colleagues' work styles?
    - Give an example where you found it hard to adjust to one particular colleague. How did you navigate the situation?
- Describe a learning opportunity you had that increased your understanding and appreciation for workplace or educational diversity.
- What does having a commitment to diversity and inclusive excellence mean? How have you/would you incorporate this commitment in your work in this position?
- How have your experiences prepared you to advance CU Boulder's commitment to diversity and inclusion?
- Give examples of diversity and inclusion work you have done.
- What are the challenges you have experienced working in a diverse environment?
- What strategies have you pursued to address these challenges?
- What experiences have you had engaging and/or working with others with diverse backgrounds other than your own identities/backgrounds?
- Describe an experience when a colleague or student was unreceptive to the diversity of others.
- What have you done to grow and develop with regard to diversity and inclusion? How have you demonstrated what you have learned?
- Provide examples of ways you integrated underrepresented communities into your planning or decision-making.

Independence

Acts based on his/her convictions and not systematically the accepted wisdom.

- In your previous/current roles, which decisions do you feel able to make on your own and which do you require senior support to make?
- Describe a situation where you had a disagreement or an argument with a superior. How did you handle it?
- When do you feel that it is justified for you to go against accepted principles or policy?
- Which constraints are imposed on you in your current job and how do you deal with these?
- When did you make a decision that wasn't yours to make?
- Describe a project or situation where you took a project to completion despite important opposition.
- When have you gone beyond the limits of your authority in making a decision?
- It is your first day on your new job and your supervisor is pulled away for 2-3 hours on an emergency. You have been left alone to acquaint yourself with your new job and department. What would you do? What kind of information would you seek to better understand your new job?
- Describe a time when you departed from the majority to accomplish a goal.

Initiative

Does more than is required or expected in the job; does things that no one has requested that will improve or enhance products and services, avoid problems, or develop entrepreneurial opportunities. Plans ahead for upcoming problems or opportunities and takes appropriate action.

- Give some instances in which you anticipated problems and were able to influence a new direction.
- Tell us about a time during your employment when you suggested a better way to perform a process.
- Describe a recent accomplishment of which you were most proud.
- Describe a situation when you demonstrated initiative and took action without waiting for direction. What was the outcome?
- Tell us about a time you volunteered for additional projects or assignments. Why did you do this and what was the benefit you gained?
- Give an example of a time when you went above and beyond the call of duty in order to get the job done. Why did you feel it was necessary?

*Innovation

Adapting to change, continuous learning, critical thinking, promoting growth of the individual and the organization. Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting-edge programs/processes.

- Tell us about a project or situation where you felt that the conventional approach would not be suitable. How did you derive and manage a new approach? What challenges did you face and how did you address them?
- Tell us about a time when you had to convince a senior colleague that change was necessary. What made you think that your new approach would be better suited?
- Describe a time when you came up with a creative solution/idea/project/report to a problem in your past work.
- Sometimes it is essential that we break out of the routine, standardized way of doing things in order to complete the task. Give an example of when you were able to successfully develop such a new approach.
- Tell us about a problem you solved in a unique or unusual way. What was the outcome? Were you satisfied with it?

*Integrity/Responsibility/Ethics

Ability to maintain a high degree of integrity and ethical behavior in all business activities and decisions; admits mistakes and doesn't misrepresent his/herself for personal gain.

- Describe a time when you made a mistake at work. How did you deal with this situation and what was the outcome?
- Tell us about a time when someone asked you something that you objected to. How did you handle the situation?
- Have you ever been asked to do something illegal, immoral or against your principles? What did you do?
- What would you do if your boss asked you to do something illegal?
- Tell us about a situation where you had to remind a colleague of the meaning of "integrity".
- Tell about a time when your trustworthiness was challenged. How did you react/respond?

- On occasion we are confronted with dishonesty in the workplace. Tell about such an occurrence and how you handled it.
- Tell us about a specific time when you had to handle a tough problem which challenged fairness or ethical issues.
- Suppose a supervisor asked you to get information for him or her that you knew was confidential and he/she should not have access to. What would you do?
- Define professional behavior and/or conduct appropriate in the workplace.

Interpersonal

Ability to tactfully interact with people, especially difficult people or difficult circumstances.

Give us a description of a time when you had to deal with a difficult customer (internal or external). How did you handle it, and what was the outcome?

- Tell us about a time when there were objections/differences of opinion to your ideas. What did you do to convince the parties involved of your ideas, or how did you reach a compromise?
- Describe an unpopular decision you made and what the result was.
- Tell us about the most difficult or frustrating individual that you've ever had to work with, and how you managed to work with them.
- What have you done in past situations to contribute toward a teamwork environment?
- Describe the most difficult working relationship you've had with an individual. What specific actions did you take to improve the relationship? What was the outcome?
- Have you ever been in a situation in which you and your manager disagreed? How did you handle it? What was the outcome?
- Please tell us about a time when you had to settle a conflict between two people on the job. What was the situation and what did you do?
- How important is it to build relationships with clients, coworkers, subordinators, bosses, etc.? How do you go about doing this? What are the differences in relating to each group?

Leadership and Professional Development/Continuous Learning

Acts as a role model; anticipates and plans for change; communicates a vision to a team.

- Tell us about an important goal you set in the past and how you went about accomplishing it.
- What are your goals? Where do you see yourself in five years?
- Describe a project that required a high amount of energy over an extended period of time. What did you do to keep your enthusiasm up?
- Tell us about an occasion when your performance didn't live up to your expectations. (Tough one to answer. Give the candidate points for poise and honesty; and be sure to see whether anything was learned from the situation).
- Please tell us about your most significant accomplishment.
- Have you ever been a member of a group where two of the members did not work well together? What did you do to get them to do so?
- What is the toughest group that you have had to get cooperation from? Describe how you handled it. What was the outcome?

- Tell us about a situation where you had to get a team to improve its performance. What were the problems and how did you address them?
- Describe a time you had to drive a team through change. How did you achieve this?
- Describe a situation where you needed to inspire a team. What challenges did you encounter and how did you achieve your objectives?
- Tell us about a situation where you faced reluctance from your team to accept the direction that you were setting.
- Describe a project or situation where you had to use different leadership styles to reach your goal.
- Tell us about a time when you were less successful as a leader than you would have wanted to be.
- Leading/managing requires motivating employees as well as accomplishing tasks. Give an example of how you have motivated others in the past?
- Tell us about an unpopular decision that you made recently? What thought process did you follow before making it? How did your colleagues/clients react and how did you deal with their reaction?

Organizational Understanding

Demonstrates an understanding of underlying organizational issues. Understands agendas and perspectives of others, recognizing and effectively balancing the interests and needs of one's own group with those of the broader organization. Is aware of the organization's impact on the external environment.

- Describe a project where you needed to involve input from other departments. How did you identify that need and how did you ensure buy-in from the appropriate leaders and managers?
- What are some of the major sources you use within your organization to gather information for decision making or completion of work-related assignments?
- Describe a time when you failed to engage at the right level in your organization. Why did you do that and how did you handle the situation?
- Can you give me an example from a past job situation of a safety concern associated with the type of work you did? What did you do? Who do you believe is most responsible for making sure safe work practices are followed?
- How do you ensure compliance with policies in your area of responsibility?
- Tell us about a time when you went against company policy? Why did you do it and how did you handle it?
- Describe through examples drawn from your experience how you measure and take account of the impact of your decisions on external parties.
- Give an example where you underestimated the impact of your decisions on stakeholders external to your organization.

Planning and Organizing

Ability to plan, organize, and carry out personal and organizational work effectively.

- How do you decide what gets top priority when scheduling your time or when prioritizing multiple competing demands?
- What do you do when your schedule is suddenly interrupted? Give an example.
- What do you do when your time schedule or project plan is upset by unforeseen circumstances? Give an example.

- Please describe a situation where you had to do a number of things at the same time. How did you handle it? What was the result?
- Describe a situation where you had many projects due at the same time. What steps did you take to get them all done?
- Tell me about a time when you failed to meet a deadline. What things did you fail to do? What were the repercussions? What did you learn?
- Describe specific examples of when you have had to schedule and coordinate the work of others. How did you handle it?

Problem Solving

Builds a logical approach to address problems or opportunities or manage the situation at hand by drawing on one's knowledge and experience base, and calling on other references and resources as necessary.

- Tell us about a time when you had to make a difficult decision where no policy existed.
- Tell me about a time you identified a problem and came up with the solution. What did you do? What were the results, and what skills did this require you to use?
- Describe a time when you were caught unaware by a problem or obstacle that you had not foreseen? What happened? What steps did you take to correct the issue?
- What are some of the problems you have faced, such as between business development and project leaders, between one department and another, between you and your peers? How did you recognize they were there?
- Tell us about a time when you did something completely different from the plan and/or assignment. Why? What was the outcome?
- Describe a time in which you were faced with problems or stresses which tested your coping skills. What did you do?
- Give an example of when you "went to the source" to address a conflict. Do you feel trust levels were improved as the result? What would you do differently if a similar situation presented itself?
- Tell us about a situation in which you had to separate the person from the issue when working to resolve issues.
- Tell us about an assignment that really challenged you. How was your approach different from that of others?
- Tell me about a project that really got you excited. (Can probe what happened to the project, how it turned out, what problems arose, how they were handled, and perhaps most important, whether the candidates' obvious enthusiasm led to any oversights or miscalculations.)

Professionalism

- What does professionalism mean to you in the workplace?
- How does professionalism look differently on the phone, email or in person? Does your audience alter your approach?

Resiliency

Remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

- Tell us about a situation where things deteriorated quickly. How did you react to recover from that situation?

- Tell us about a project where you achieved success despite the odds being stacked against you. How did you ensure that you pulled through?
- Tell us about your biggest failure. How did you recover and what have you learned from that incident?
- Describe the environment, or conditions, where you work best and worst.
- Describe what makes you frustrated or impatient at work.
- What is the biggest challenge that you have faced in your career? How did you overcome it?
- Which course or topics have you found most difficult? How did you address the challenge?
- What was the most difficult situation at work you have faced? How did you deal with it?
- Tell us about a time when you pushed one of your ideas successfully despite strong opposition.

Stress Management
Deals effectively with pressure. Stays with a problem/line of thinking until a solution is reached or no longer reasonably attainable.
- Give us an example of a situation where you knew that a project or task would place you under great pressure. How did you plan your approach and remain motivated?
- How do you deal with stress?
- Give us an example of a situation where you worked under pressure.
- Which recent project or situation has caused you the most stress? How did you deal with it?

Risk Taking
Takes calculated risks, weighing pros and cons appropriately.
- What is the biggest risk that you have taken? How did you handle the process and how did you go about making your decision?
- Please describe one of your current or recently completed projects, setting out the risks involved. How did you make decisions? How do you know that you made the correct decisions?
- What risks do you see in moving to this new position?
- Give me an example of when you took a risk to achieve a goal. What was the outcome?
- Give an example of when you took a risk and did something differently but managed to work within department and/or company procedures and guidelines.
- How comfortable are you with risk taking in your work environment and why?

Self-Awareness
Identifies personal strengths and weaknesses, being willing to take an objective and in-depth look at him/herself and be willing to change.
- Can you recall a time when you were less than pleased with your performance? Please describe the situation. What would you have done differently?
- Give us an example of a specific occasion in which you conformed to a policy with which you did not agree.

- If there were one area you've always wanted to improve upon, what would that be and why?
- What do you consider your professional strengths? Professional weaknesses?
- Give me a specific example of a time when a co-worker criticized your work in front of others. How did you respond? How has that shaped the way you work with others and your work?
- Please give me an example of a job that you really enjoyed. What kind of tasks were you given to do? How did you work with other employees to complete the task?

Supervision/Team Leader

Ability to directly oversee the work of others and to interact with them on a personal basis to get work done.

Change Management

- Describe a change that you needed to implement in your department. What steps did you utilize to introduce the change? What was the biggest obstacle to the implementation of this change? What effect did these strategies have? In retrospect, is there anything that you would have done differently?
- On many occasions, managers have to make tough decisions. What was the most difficult one you have had to make?
- Give an example of a time when you helped a staff member accept change and make the necessary adjustments to move forward. What were the change/transition skills that you used?

Customer Service

- One of your customers has just said to you, "The service here is terrible." How would you respond to the customer? How would you relay the information to the employees?

Facilitating Teamwork

- You are a manager of two work groups, which have different backgrounds and expertise. Because of these differences, there is friction between the two groups and little interaction. In order to complete a new project, it is necessary for the two groups to interact on a continuous basis and work as a team. What will you do?
- According to a productivity report, your unit's performance is very low. You show the report to your staff members and they blame each other. How do you deal with the situation?
- You are the manager of a unit that has just acquired a new computer system. Some of your employees are familiar with the new system but many have no knowledge on how to use it. As a result, the more knowledgeable employees have to do more activities. Describe what you would do.
- You are currently supervising a group of five employees whose productivity is being affected by low morale and by the negative attitude of two employees. One of these two employees is leaving your team in a few months. What will you do to improve the productivity of your team?

Motivation/Employee Development

- How do you get subordinates to produce at a high level? Give an example.

- How do you deal with people whose work exceeds your expectations?
- How do you manage cross-functional teams? Please describe an example.
- Have you ever had a subordinate whose work was always marginal? How did you deal with that person? What happened?
- Tell us about a training program that you have developed or enhanced.

Performance Management

- When you have received feedback as a manager, what strengths have been recognized in your performance by supervisors? By subordinates?
- When you have received feedback as a manager, what areas of "needs improvement" have been identified by supervisors? By subordinates? Describe your action plan for addressing those areas that need development.
- As a manager, tell us about a time when you and a reporting employee disagreed about a direction, how you handled a situation, a performance review, or suggestions for improvement. How did you handle the disagreement?
- Describe a time when one of your direct report's performance was "marginal" but was improved through the performance management process. What interventions did you use?
- As a manager, what was the most challenging employee performance issue you've had to deal with and how did you handle it?
- Describe the nature of a performance issue of a poor performing employee and what strategies you utilized in managing the process. Was a termination involved?
- How do you go about setting goals with subordinates? How do you involve them in the process?
- Tell us how you handle the process of performance reviews with your staff.
- Tell us about a specific development plan that you created and carried out with one or more of your employees. What was the specific situation? What were the components of the development plan? What was the outcome?
- Tell us about a time when you had to take disciplinary action with someone you supervised.
- Tell us about a time when you had to tell a staff member that you were dissatisfied with his or her work.
- Tell us about a time when you had to use your authority to get something done. Where there any negative consequences?
- What have you done to develop the skills of your staff?
- You notice an employee stealing an inexpensive item. What would you do?
- Before the end of each shift, associates are required to ensure their work space is clean and orderly. You have noticed that other associates are not following this procedure and aren't straightening up at the end of their shift. What would you do?
- What coaching or mentoring experience have you had? With groups or one-on-one? How did you determine the appropriate way to coach/mentor and what were the results?

Technical Expertise

Applies and improves extensive or in-depth specialized knowledge, skills, and judgment to accomplish a result or to accomplish one's job effectively.

- What do you think is the most important development in this field today? What impact do you think it will have?

- How do you keep informed about what's happening in your field?
- Give me an example of a time when you used your fact-finding skills to gain information needed to solve a problem; then tell me how you analyzed the information and came to a decision.
- What types of office equipment have you used?
- Describe in detail your experience with computer software programs.

Vision

- What do you see as the most important issues or challenges in your discipline within the next few years?
- Tell us about your vision of the field. Where do you think the field is headed in the next few years? What are some ways in which you're preparing for these changes?
- How does the mission statement of the college resonate with your work?
- What difference do you want to make through your professional work over the next several years? Given an example of what you are doing now to work toward this goal.

* Signifies that this is a University Staff Competency. See below for definitions of all 5 competencies.

Integrity/Responsibility/Ethics

Definition*: Gaining the confidence and trust of others through honesty, authenticity, and acceptance of responsibility.*

Key Behaviors:

- Accepts responsibility that come with working in the interest of the public good. ● Follows through on commitments- shows consistency between words and actions--does what they say they will do, and what they are expected to do—and makes sure others do the same.
- Accepts responsibility for one's own conduct in creating a climate of inclusive excellence.
- Acts with a clear sense of ownership.
- Takes personal responsibility for decisions, actions, and failures.
- Establishes clear expectations and processes, and uses data for monitoring work and measuring results.

Inclusive Excellence

Definition: *Exemplifying excellence through diversity by creating a welcoming and inclusive environment that maximizes the success and inclusion of all students, staff, and faculty.*

Key Behaviors:

- Actively seeks and engages with diverse perspectives.
- Identifies and mitigates bias on a personal, institutional and process level. ● Identifies and addresses barriers to inclusion on the personal, institutional and process levels.
- Fosters the health and wellbeing of our campus community by welcoming and encouraging participation of all.
- Contributes to building diversity
- Accepts and honors diverse perspectives
- Understands the importance of diversity and inclusion
- Recognizes and mitigates dynamics created by power differences and hierarchy

Innovation

Definition: *Creating new and better ways for the organization to be successful. Adapting to change and engaging in continuous learning and critical thinking to promote the growth of the individual and the organization.*

Key Behaviors:

- Develops useful ideas that are new, better, or unique.

- Introduces new ways of looking at problems.
- Can take a creative idea and put into practice.
- Embraces diverse perspectives to promote or nurture innovation.
- Fosters interdisciplinary/transdisciplinary work.
- Adapts to change.
- Promotes growth of the individual and the organization.
- Engages in continuous learning.
- Engages in critical thinking.
- Takes risks.

Collaboration

Definition: *Building partnerships and working collaboratively with others to meet shared objectives*.

Key Behaviors:

- Understands and prioritizes the goals of the university ('university first') ● Understands how their work supports the mission of the university
- Works in partnership with others.
- Values and incorporates diverse perspectives.
- Removes barriers to solve problems.

Communication

Definition: *Ensuring that key and critical information is shared in a timely fashion. Developing and delivering information in multi modes that demonstrate the needs of different audiences.*

Key Behaviors:
- Effective in variety of communications settings (groups, size, position, styles, diverse audiences), and adjusts to fit the audience and the message.
- Attentively listens to others.
- Provides and encourages the expression of diverse ideas and opinions. ● Engages in candid and constructive dialogue on difficult topics.
- Is respectful of each other's unique backgrounds and perspectives. 21 | Page