

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT**

Appendix I

USG Recruitment HRAP Appendix Document Regarding Appropriate Screening Questions

Screening and interview questions should focus on the candidate's ability to successfully perform the position for which they are being considered. Generally, state, and federal equal opportunity laws prohibit the use of pre-employment inquiries that disproportionately screen out members based on protected status when the questions are not justified by some business purpose. The EEOC and state agencies take the position that the information obtained through pre-employment inquiries should be aimed solely at determining qualifications without regard to criteria based on irrelevant, non-job-related factors. Accordingly, inquiries that reveal information bearing no relationship to the qualifications for the job sought (e.g., year of graduation from high school, childcare arrangements, country of origin) have been viewed as evidence of an employer's discriminatory intent. Unless the information is for a legitimate purpose (see information under "Bona Fide Occupational Qualifications" above and "Application Forms" below), pre-employment questions about disability, race, gender, religion, national origin, or other protected classes can suggest that the information will be used as a basis for making selection decisions. If the information is used in the selection decision and members of particular groups are excluded from employment, the inquiries can constitute evidence of discrimination.

A bona fide occupational qualification (BFOQ) is a provision that permits discriminatory practices in employment only if a person's "religion, sex, or national origin is a bona fide occupational qualification reasonably necessary to the normal operation of that particular business or enterprise". To establish the defense of a BFOQ, the employer has the burden of proving that a particular class of employees would be unable to perform the job safely or efficiently and that the BFOQ is reasonably necessary to the operation of the business. Typically, it is difficult for most employers that are not religious organizations to invoke the BFOQ defense, as the parameters surrounding it are limited. Title VII does permit employers to hire and employ employees on the basis of religion if religion is "a bona fide occupational qualification reasonably necessary to the normal operation of that particular business or enterprise."

The following includes high level guidance regarding screening and interview questions that are legally permissible. The list is not intended to be exhaustive, but rather for illustrative purposes. Each Institution's Human Resources department is responsible for providing assistance and guidance in developing and utilizing legally compliant interview and screening questions.

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Topic	Not Permissible	Permissible
Address/Length of Residence	<ul style="list-style-type: none"> • About foreign addresses that would indicate national origin (such as birthplace) • Names or relationships of people with whom applicant lives • Whether applicant owns or rents 	<ul style="list-style-type: none"> • How long have you lived in (city, town)? • Phone number and other contact information
Age	<ul style="list-style-type: none"> • Age or date of birth • Questions that would tend to identify persons who are 40 and older (“Do you remember being at work before e-mail was introduced?”) 	<ul style="list-style-type: none"> • If a minor, require proof of age in the form of a work permit or a certificate of age • If age is a legal requirement, can ask, “If hired, will you be able to furnish a proof of age?”
Arrest and Conviction	<ul style="list-style-type: none"> • Have you ever been arrested? 	<ul style="list-style-type: none"> • For certain positions (for example, law enforcement), criminal history inquiries may be permissible during the interview phase. Always consult with Human Resources in advance for guidance.
Attendance, Reliability	<ul style="list-style-type: none"> • Number and/or ages of children? • Who is going to baby-sit? • What is your religion? • Do you have pre-school age children at home? • Do you have a car? 	<ul style="list-style-type: none"> • What hours and days can you work? • Are there specific times that you cannot work? • Do you have any responsibilities that will interfere with specific job requirements such as traveling?
Citizenship/ National Origin	<ul style="list-style-type: none"> • What is your national origin? • Are you native-born or a naturalized citizen? • Where are your parents from? • What is your maiden name? 	<ul style="list-style-type: none"> • Are you authorized to work in the United States? • Have you ever worked under a different name?
Credit Record	<ul style="list-style-type: none"> • Do you own your home? • Have your wages ever been garnished? • Have you ever declared bankruptcy? 	<ul style="list-style-type: none"> • No questions.
Disabilities, Handicaps, Illness	<ul style="list-style-type: none"> • Do you have any (job) disabilities? May not ask: • About the nature of or severity of a disability/handicap. • What happened to you? • How will you get to work? • What sort of treatment do you need? 	<ul style="list-style-type: none"> • Can you perform the duties of the job you are applying for (describe duties to candidate)? How would you perform this particular task? • State the attendance requirements and ask if the candidate can meet them.

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	<ul style="list-style-type: none"> • Have you ever been addicted to illegal drugs or treated for drug or alcohol abuse, ever received workers compensation, or been hospitalized/ treated for physical or mental health conditions, or ever been absent from work due to illness? • Will you need accommodations? • What kind of accommodations will you need? 	<ul style="list-style-type: none"> • What was your attendance record at your prior job? • Wait until the candidate requests or mentions an accommodation before discussing the topic of accommodations (it is the candidate's responsibility to make a request for accommodation).
Education	<ul style="list-style-type: none"> • When did you graduate from high school or college? 	<ul style="list-style-type: none"> • Do you have a high school diploma or equivalent? • Do you have a university or college degree? • What academic, professional, vocational schools did you attend? • Can you provide us with an official transcript?
Gender	<ul style="list-style-type: none"> • Do you wish to be addressed as Mr., Mrs., Miss, or Ms.? • What is your maiden/birth name? 	<ul style="list-style-type: none"> • Generally, no questions may be asked about gender unless gender is a bona fide occupational qualification (e.g., locker room attendant).
Language	<ul style="list-style-type: none"> • What is your native language? • Inquiry into how candidate acquired ability to read or write or speak a foreign language. 	<ul style="list-style-type: none"> • What languages do you speak and write fluently? (If the job requires additional languages.)
Military Record	<ul style="list-style-type: none"> • What type of discharge did you receive? 	<ul style="list-style-type: none"> • What type of education, training, work experience did you receive while in the military?
Organizations	<ul style="list-style-type: none"> • List all clubs, societies, and lodges to which you belong. 	<ul style="list-style-type: none"> • Inquiry into candidate's membership in organizations which the candidate considers relevant to his or her ability to perform job.
Parental Status	<ul style="list-style-type: none"> • Inquiry into whether candidate has children, plans to have children, or has childcare arrangements. 	<ul style="list-style-type: none"> • May ask if candidate can meet specified work schedules or has activities, commitments, or responsibilities that

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		may prevent him or her from meeting work attendance requirements. If such questions are asked, they must be asked of both sexes.
Physical Features	<ul style="list-style-type: none"> • It is illegal to ask about weight, height, impairment, or other non-specified job-related physical data. 	<ul style="list-style-type: none"> • No questions.
Race or Color	<ul style="list-style-type: none"> • Complexion or color of skin. 	<ul style="list-style-type: none"> • No questions.
Reference Checking	<ul style="list-style-type: none"> • What is your father's surname? • What are the names of your relatives? 	<ul style="list-style-type: none"> • By whom were you referred for this position? • Names of people willing to provide references.
Religion or Creed	<ul style="list-style-type: none"> • Inquiry into candidate's religious denomination, religious affiliations, church, parish, pastor, or religious holidays observed. • Willingness to work any particular religious holiday. 	<ul style="list-style-type: none"> • Can advise candidate about normal hours and days of work required by the job to avoid possible conflict with religious or other observances.
Sexual Orientation	<ul style="list-style-type: none"> • No questions. 	<ul style="list-style-type: none"> • No questions.
Worker's Compensation	<ul style="list-style-type: none"> • Have you ever filed for worker's compensation? • Have you had any prior work injuries? 	<ul style="list-style-type: none"> • No questions.

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APPENDIX II

**USG HRAP RECRUITMENT APPENDIX REGARDING APPROPRIATE
COMPETENCY BASED EMPLOYMENT QUESTIONS**

Examples of Competency Based Interview Questions (Technical and Behavioral Competencies)

JOB RELATED COMPETENCY	SAMPLE QUESTIONS
Customer Orientation	How do you handle problems with customers? Give an example. How do you go about establishing rapport with a customer? What have you done to gain their confidence? Give an example. What have you done to improve relations with your customers?
Conflict Resolution	Describe a time when you took personal accountability for a conflict. What was the issue and how was it resolved?
Decision Making	Discuss an important decision you have made regarding a task or project at work. What factors influenced your decision? Everyone has made some poor decisions or has done something that just did not turn out right. Has this happened to you? What happened? Tell us about a time when you had to defend a decision you made even though other important people What was your most difficult decision in the last 6 months? What made it difficult? doing it?
Detail-Oriented	Have the jobs you held in the past required little attention, moderate attention, or a great deal of attention to detail? Give me an example of a situation that illustrates this requirement.
Technical Skills	What type of software programs do you consider yourself an expert in? Tell us about a time that you utilized a software program to resolve a business issue and improve efficiencies. What kinds of problems have you had coordinating technical projects? How did you solve them?

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Professional Expertise	Tell us about a time that your knowledge and subject matter expertise were instrumental in the successful development and/or implementation of a project or program for the organization that you worked for.
Employee Development	Tell us about a training program that you have developed or enhanced. Have you ever had an employee whose performance was consistently marginal? What did you do?
Delegation	How do you make the decision to delegate work? What was the biggest mistake you have had when delegating work? The biggest success?

Listening

The ability to hear what someone else is actually saying, pick out the most important information, and have him/her leave the conversation feeling heard.

1. How much of your job involves listening?
2. How do you believe your employees perceive you as a listener?
3. What do you think is the role of listening in good management?
4. What does it take to be a good listener?
5. Listening is an important part of providing good customer service. Describe good listening skills. Please give us an example of a time when you've demonstrated good listening skills?
6. Describe a time when good listening skills helped you overcome a communication problem or gave you an opportunity to exceed a customer's expectations.

Verbal

Communication Skills

The process of expressing information or ideas by word of mouth

1. 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.
2. Give an example of a time when you communicated successfully with another person, even when that individual may not agree with your point of view.
3. Have you had to "sell" an idea to your co-workers, classmates or group? How did you do it? Did they "buy" it?
4. Tell me about a time when you had a miscommunication with a team member. How did you handle the situation? What was the outcome?
5. Give an example of a complex process/situation you had to describe to someone. What specifically did you do to make sure the information clear?
6. Describe a time when you realized you needed to make an improvement in your communication skills. What was the situation and how did you manage it?
7. Describe a time when you communicated difficult information/critical feedback to your supervisor. How did you give the information/feedback?
8. How important is communication and interaction with others on your job? How many departments did you deal with? What problems occurred?
9. Describe for us any communication skills you have acquired such as phone skills, writing skills, public speaking skills, etc.
10. How would you rate your communication skills and why?
11. Give me a recent example that best shows your ability to communicate effectively.

12. How would your manager describe your verbal communication skills? Your peers? The people who report to you?
13. Describe the toughest communication situation that you've had to deal with. What happened? How did you handle it?
14. Give me an example of a time when your communication skills helped clear up a misunderstanding other were having.
15. Describe a time when you had to communicate bad news to someone. How did you prepare? What was the outcome?
16. Tell me about a time when you received negative feedback by a co-worker and how you handled this situation.
17. Give an example of a time you were needed to be trusted by someone you didn't know well. How did you accomplish this?
18. How did you handle implementation or enforcement of an unpopular policy or procedure?
19. Describe to me how you like to receive feedback, both positive and negative. Provide an example of each.
20. You have a small disagreement with a co-worker. How would you resolve it independently of your immediate supervisor?
21. Please share with us a recent conflict between you and a co-worker and how you handled it.
22. Please share with me the most important constructive criticism you have ever received and how you used that criticism to change something about yourself.
23. Tell me about an experience when you had to use a communication tool and describe the outcome.

Presentation Skills

Definition: Ability to make a persuasive, clear presentation of ideas or facts to individuals or groups when given time for preparation.

1. What are your skills as a presenter? What can you teach other presenters?
2. What experience have you had in making formal recommendations and oral reports to management?
3. Tell me about a time you had to give a presentation to a group
4. Tell me about your experience in public speaking or speaking to groups.
5. Share with me an opportunity when you had to make a presentation.
6. What kind of aids have you used in presentations?
7. What are the important elements of an effective presentation?
8. Give me a two-minute example of a presentation on
9. Would you describe for me any experiences you have had giving speeches to groups?
10. How do you go about putting together a presentation?

11. Describe the most significant written document or presentation you've written or presented. Who was your audience? What was the outcome of your communication/presentation?
12. Tell me about a time you were approached by an irate customer, coworker, or individual. What was your response?
13. Give me an example of a difficult situation and how you dealt with the issue.

Written

Communication Skills

To communicate ideas clearly in writing, including correct grammar, organization, and structure.

1. What type of report that you currently prepare (or have recently prepared) is the most challenging?
2. What kind of writing have you done? How do you approach it? Tell me about it (content).
3. What has been the most challenging written assignment you have had? What made it challenging? How did you approach the assignment?

Goal-Setting

Definition: Able to define specific goals and objectives, to prioritize objectives.

1. How have you approached goal setting? Do you have a specific process which you use? Describe how you set a specific goal.
2. What important goals have you set in the past, and how successful have you been in working toward their accomplishment?
3. Have you ever worked with a management by objectives program? If so, how did you see that it related to the...budgetary process...company strategy...individual goal attainment?
4. In your career, have you ever experienced a serious conflict of goals? Tell me about it. How did you decide which goal was more important?
5. What goals, short term and long term, have you set for yourself? How are you planning to achieve them?
6. In what way(s) does this position meet your career goals and objectives?
7. Describe your standards of success in your job. What have you done to meet those standards?
8. When evaluating your direct reports' performance, what factors are most important to you?

9. Tell me about a time when your work was above standard and a time it was below standard. What were some reasons for the difference in performance?
10. How do you decide what goals to establish, either for yourself or your department? Provide an example of when you have done this.
11. What personal or work-related goals have you established? How successful were you in accomplishing these goals? How did you know (measure) that you had achieved the goal?
12. Give me an example of an important work-related goal that was established for you and the steps you took to achieve that goal?
13. Tell me about a specific goal and how you measured your progress for the goal. How did you establish a goal baseline and targets?
14. Describe a time when you developed method or process for measuring the progress your department or organization was making toward their goal

Leadership

Definition: Effectiveness in guiding and influencing the opinions and action of a group or individual in a desired direction; exhibits judgment in leading others to worthwhile objectives.

1. What approaches have you taken in getting employees or co-workers to accept your ideas or departmental goals?
2. Describe the positions in which you have had supervisory responsibility. How many people have you supervised and in what kinds of positions? Did you have hiring/firing authority?
3. What are some of the management practices you use to motivate your employees to perform more effectively?
4. How frequently do you meet with your immediate employees as a group? What do you do in preparation? At the meeting? After the meeting?
5. How do you get people who do not want to work together to establish a common approach to a problem?
6. How would you describe your basic leadership style? Give specific examples of how you practice this.
7. Have you ever led a task force, committee or any group who didn't report to you, but from whom you had to get work? How did you do it?
8. Did you ever feel you had an important impact on a group to which you belong? How?
9. Give a brief summary of the leadership situations which you have held. What was your major success and major failure as a leader?
10. Which of your strengths contributes most to your leadership ability? Can you think of a time when, without that strength, you would have failed as a leader?
11. Give an example of a time recently, when you were a group leader that you had a specific task to accomplish. What was the assigned task and what was the outcome?
12. Tell me about the group members, how they participated and how you handled the situation of a member that did not participate.

13. Give a specific example or examples of how you helped your previous organization reach its organizational goals.
14. Describe a situation that happened recently where you were leading a small group that had been assigned a task.
15. Give specific examples of how you have promoted your organization's missions and values in the past.
16. Tell me a time when you motivated a team to implement new organizational goals.
17. Provide an example of a time when you took on the role of a leader in a committee or group. How did you lead the team and what were the outcomes?
18. Tell about a time when a group you led failed or did not meet expectations. What happened? What did you do?
19. Give an example of how you have motivated your staff, a team or a group of co-workers.
20. How have you recognized and rewarded others for their performance?
21. What is the toughest group that you have had to get cooperation from? Describe how you handled. What was the outcome?
22. What is the most important skill of a good leader? Describe a time when you effectively used this leadership skill on the job.
23. What is your experience in supervising a diverse group of employees with varied backgrounds and skills? How have you ensured the best fit of employees for each job?
24. Describe how you have coached an employee to perform at a higher or more demanding level.
25. Tell about a time when you've had to give critical/constructive feedback to a poor performer. How did you clarify expectations? And what the outcome of your coaching?
26. Describe a time when you made an unpopular decision. How did you handle?
27. Describe a time when you motivated your team to achieve their goals or meet a difficult deadline. How did you accomplish this?
28. What are some of the ways you reward and recognize your staff? Provide examples of when you have done this.
29. Describe a time when an employee or your supervisor gave you feedback on a leadership skill you needed to develop. What was the skill and what did you do? What was the outcome?
30. Tell about a leadership role you have held in the past. Describe the key leadership skills you believe you have and how you demonstrated them in this role. Give specific examples.

Judgment

Definition: Ability to: 1.) reach sound conclusions based on the evidence at hand; 2.) develop alternative courses of action and make decisions which are based on reasonable assumptions and which reflect factual information, and consideration of organizational resources and others' inputs.

1. Give me two examples of good decisions and two poor decisions you have made and your reasons for making them.
2. Describe a situation where it was particularly important that you use good judgment.
3. Would you tell me about a situation in which you made a decision in a controversial setting and your judgment turned out to be right?
4. How do you determine where you stand with your employees?
5. How do you think your employees would describe you?
6. Describe a time when you have faced two or more conflicting demands or request and how did you deal with them?
7. Give me an example of a time you were unsure what your internal/external customer wanted. How did you handle the situation?
8. Tell me about a time that you had to get information by asking many questions of several people. What was the result?
9. Describe the biggest work-related problem you recently faced. How did you handle it?
10. Tell me about a time when you had to be very analytical and focused in a situation that was personally sensitive and emotional.
11. Describe a time when you used good judgment in solving a problem.
12. Give me an example of a time when you had to keep from speaking or making a decision because you did not have enough information.
13. Give me an example of a time when you had to be quick in coming to a decision. What happened and what did you do?
14. Provide an example of how you reached a decision by reviewing facts, information at hand and available options. What was the situation and what did you decide?
15. Describe a situation where you handled decisions under pressure or when time limits were a factor. What was the outcome?

Objectivity

Definition: Ability to make emotionally difficult business and people decisions in an objective manner.

1. Would you give me an example of a time when you made a difficult decision that contradicted your initial feelings about the situation?
2. Tell me how you dealt with a problem employee you particularly cared about? One you didn't particularly like?
3. When you have had problems with a service vendor/contractor, etc. how have you handled it?
4. Describe for me how you handled a difficult business situation about which you felt a strong emotional charge.

Risk Taking

Definition: Ability to take calculated risks based on sound judgment in order to achieve a recognized benefit or advantage.

1. Tell me about the most risky decision that you have made. What was that like for you?
2. Describe a recent decision having more than the usual element of risk.
3. Describe a decision which you made where you did not have all the pertinent information.
4. What do you do when you receive a new procedure or instruction with which you disagree?
5. Have you ever suggested new ideas to your manager? What were they and what happened?

Critical Thinking Skills

Definition: Critical thinking is a way of deciding whether a claim is true, partially true, or false.

1. Describe a time when you had to commit to a plan of action in an emergency. What were the details and what did you do?
2. What was your most difficult decision in the last six months? What made it difficult?
3. Tell me about a time when you had to solve a problem with very little guidance or direction.
4. Can you tell me about a time when a slow, deliberate and methodical approach made a difference in your response to a problem?
5. Describe a time when you had to analyze a problem and generate a solution. What was the result?
6. Tell me about a situation that did not work out as expected. How did you handle and what were your next steps?

Delegation

Definition: Ability to effectively utilize the talents and skills of employees; ability to allocate decision-making and other responsibilities appropriately.

1. What happens when a major crisis arises and you're not around?
2. What don't you delegate?
3. Describe the type of decision-making that you delegate to your employees.
4. Describe your criteria for delegating assignments. If the degree of delegation varies among you employees, explain how and why.
5. Does anyone else know how your area of the organization operates?

6. How did you get other people to help you with function? Could you cite an example in your own experience where you have been faced with delegating authority and/or responsibility? How did it work?
7. Tell me about a situation in which you encouraged and supported someone reporting to you making a presentation to your manager's level.

Persuasiveness & Influence

Definition: Ability to organize and present material in a convincing manner; ability to utilize appropriate interpersonal styles and methods of communication to gain agreement or acceptance of an idea, plan, activity or product.

1. What was the best idea you tried to sell to your manager that was not accepted? Why wasn't it? What did you do?
2. Would you give me an example of when you successfully sold your ideas to your peers? To upper management? What was important to your success in how you handled that situation?
3. Describe your most disappointing experience in presenting and gaining the support of top management for an idea or proposal. What happened? What would you do differently?
4. Tell me about a time that you inspired someone to work hard to do a good job. How did you do it? What was the result?
5. Give me an example of a time that you were able to get someone outside of your department/team to cooperate with you on an important project/assignment.
6. Describe a time when you had to use a different approach because your initial approach failed to sell or persuade another.

Initiative

Definition: Self-starting; proactive; actively attempts to influence events to achieve goals; takes action to achieve goals beyond what is necessarily called for.

1. How do you get your work assignments? Do you generate any of your own assignments? Give an example.
2. Give some instances in which you have obtained information to anticipate problems or new directions.
3. Describe a situation where you found your results were not up to budget or company expectation. What did you do to rectify the matter?

4. Give an example of a project or idea you have accomplished in spite of considerable opposition or organizational constraints. List the new ideas and suggestions that you have made to you manager in the last six months. Pick one to explore in more depth.
5. How many projects have you started on your own this past year? What were they?
6. How do you get your employees to generate new ideas?
7. What projects or ideas were implemented or carried out successfully primarily because of you?
8. Tell me about a time when you made something happen because you were proactive.
9. How would your manager describe you on a continuum from very reactive to very proactive?
10. Have you ever suggested new ideas to your manager? What were they and what happened?
11. Tell me the steps you have taken to improve your skills or performance. What was the result?
12. What would you describe as your greatest professional/work achievement? How did you achieve it?
13. Give me an example of a time when you took on a responsibility that was not assigned to you but needed to be done.
14. At times our workload may feel unmanageable. Describe a time when you recognized that you were unable to meet multiple deadlines. What did you do about it?
15. Tell us about an idea you started that involved collaboration with your colleagues.
16. When you had extra time available at your last job, tell me ways you found to make your job more efficient.
17. When you are at work and have idle time are you caught up with your work load, tell me how you utilize that time. What other tasks did you perform to fill that time?
18. In our department, you are often asked to do many things all at the same time. Answer the phone; enter information into the computer, etc. Tell me how you would decide what is most important and why.
19. Tell me a time when you identified a problem with a system and what steps did you take do to solve it.
20. What processes or techniques have you learned to make a job easier, or to be more effective? What was your discovery process and how did you implement your idea?
21. Give me an example of a new idea you suggested to your manager within the last six months. Describe steps you have taken to implement your idea.
22. Can you tell me about a time when you went beyond your supervisor's expectations in order to get the job done?
23. Tell me about a time when you identified a new, unusual or different approach addressing a problem or task.
24. Describe a project or idea (not necessarily your own) that was implemented, or carried out successfully primarily because of your efforts.

Tenacity

Definition: Ability to stay with a position, problem or plan of action until the desired objective is achieved or is no longer reasonably attainable.

1. What obstacles did you overcome to get where you are today?
2. Describe an experience you have had where you were not tenacious enough. What happened? How could you improve the outcome?
3. Have you ever gotten the feedback you were too tenacious? What was going on?
4. What have you done when you submitted a good idea to your manager and he or she procrastinated?
5. Can you relate an experience where you feel you held out for what you believed was right too long?
6. Can you relate an experience where you felt you gained something because you held out for what you believed was right as long as you could?
7. Can you give me an example of a time when others gave up but you persevered?
8. Tell me about a situation in which you resisted the pressure of others to give up and stick with something to the end.
9. Tell me about a time when one of your customers was experiencing repeated problems with your company's products or services. What did you do to solve that customer's problem?
10. Describe a situation when you tried your hardest, but were unable to achieve your desired result. What did you do? Why were you unsuccessful?
11. Tell me about a project/task you were involved in where you faced a major obstacle. What did you do to get around that obstacle?

Negotiation

Definition: Negotiation is a dialogue between two or more people or parties, intended to reach an understanding, resolve point of difference, or gain advantage in outcome of dialogue, to produce an agreement upon courses of action, to bargain for individual or collective advantage, to craft outcomes to satisfy various interests of two people/parties involved in negotiation process

1. Tell me about a time that you reached an impasse with a third party. What was the issue and what steps did you take to resolve the issue?

Sensitivity

Organizational

Definition: Knowledge of and the ability to effectively function within the social/organizational aspect of a company.

1. Many times being effective in a job means "reading the system" or figuring out what must be done to institute a change. Describe a time when you "read the system."
2. Different people have different "hot buttons." When have you been successful in discovering what it really took to be successful in selling higher management (a co-worker or employee) on a change?
3. Whom do you know who has been very effective in getting things done in a complicated working environment? What did they do? How are they like (or unlike) you?
4. Occasionally it is important to be able to read "hidden meanings" in work communications. Describe a time when you were able to decipher a hidden meaning in a work-related communication.
5. What have been your experiences in dealing with organization politics? What happened?

Interpersonal

Definition: Skill in perceiving and relating to the needs of others; objectivity in perceiving impact of self on others.

1. What do you think is your employer's greatest concern? What have you done to effect some change? How?
2. What kinds of problems have people from other departments brought to you? How did you handle them?
3. Identify the major training and developmental needs of the people in your department.
4. Would you tell me about a time when you have caused a problem for others?
5. When selling an idea, how do you determine when you are pushing too hard?
6. Describe your most recent problem-solving session with one of your employees/co-workers?

Problem-Solving

Definition: 1.) Ability to solve problems not just define or complain about them. 2.) Ability to identify the important dimensions of a problem, determine potential causes, obtain relevant information and specify alternative solutions.

1. Describe a situation where you solved a problem that plagued the job until you came along.
2. Talk with us about a time you were confronted by an angry customer. What did you do to resolve the problem?
3. Describe a major work problem which you have faced and describe your method of dealing with it.
4. Tell me about the biggest career decision you have had to make. How did you come to your decision?
5. What do you believe are the important components of an effective problem solving process?
6. Tell me about a time that you felt you had a good idea for solving a problem, but were unable to convince others to try your idea. What did you do? Why was it rejected?
7. Describe a time you had a conflict and how you resolved it?
8. Describe a time when you identified an issue with a database or reports. What did you do about it? What was the outcome?
9. Give an example of a time you did not follow policies and procedures to solve a problem for your organization.
10. Tell me about a time you made someone upset when you were just doing what you were expected to do and what was the outcome?
11. Tell me about a time you were operating a piece of equipment and experienced equipment failure. An immediate resolution is needed. How did you handle the situation and what was the outcome?
12. Tell me about a time when you were faced with an emergency situation and needed to complete your current task at a 100% level of satisfaction while dealing with the emergency.
13. Tell me about a time when you managed an unplanned situation you were confronted with.
14. Describe a situation in which you identified a problem and explain how you resolved.
15. Tell about a time when you identified a problem and presented several solutions to your supervisor.
16. We all know some problems just don't have solutions. Tell me about a problem you tried to solve but couldn't.
17. What major obstacles did you overcome in your last job? How did you deal do this?
18. Tell me about any experience you have had turning a problem into a success.
19. What type of approach to solving work problems seems to work best for you? Provide a specific example of when you've used this approach.
20. Give an example of time when you had to work with someone who was difficult to get along with. Why was this person difficult? How did you handle him/her?
21. Tell me about a time when you had to resolve a conflict involving members of your team, coworkers or family.

22. How would you handle a situation where you had a customer who was very angry about a mistake someone else in your department made

Decision Making Skills (Decisiveness)

Definition: Readiness to make decisions, render judgments, commit oneself, not change decisions when challenged, or take action based on available information

1. What was your most difficult decision in the last six months? What made it difficult? What did it take for you to make it?
2. The last time in your current position when you did not know what decision to make, what did you do?
3. How do you go about making an important decision affecting your career?
4. What was the last major problem that you were confronted with? What action did you take on it?
5. What has been one of the most difficult decisions you have had to make on the job?
6. What facts did you consider? How did you reach your decision?
7. Give an example of a time in which you had to make a decision quickly.
8. When (if ever) have you delayed making a decision to give more thought to the situation?
9. Describe a time when you did not have all the information you needed to make a completely informed decision. What did you do?
10. Give me an example of when you had to make a decision about something that you would have preferred having more information about.
11. Can you give me an example of when you had to make an unpopular decision? What was the result?
12. Describe a time you had to go against traditions or policies to accomplish a goal. What was the result?
13. Tell me about a time when you made a bad decision. What was the result?

Assertiveness

Definition: Ability and eagerness to take charge; to present ideas and opinions forcefully even in the face of disagreement or regardless of the listener's status or position.

1. What would your co-workers say about your level of assertiveness?
2. Describe a situation in which one of your decisions was challenged by higher management...How did you react?
3. Describe a time when you communicated some unpleasant feelings to a supervisor. What happened?

4. Can you describe an experience in which you had to go more than half way to communicate with a "problem person?"
5. Describe a time when you had to sell an idea in difficult circumstances.
6. Has anyone ever described you as a "tiger" or a "go-getter?" What were the circumstances?

Practicality/Common Sense

Definition: Has practical judgment or intelligence and is sensibly, politically savvy.

1. Would you tell me about a time when you used common sense to solve a problem?
2. How would your manager rate your practicality and common sense?
3. Tell me about a time when you modified what you really wanted to do because of organizational realities.

Challenges

Definition: a demanding or stimulating situation, career, object, etc

1. What challenges are you looking for in a position?
2. What situations put you under pressure? How do you deal with pressure?
3. This position works evening/weekend hours, etc., would you be able to work these hours? Please explain.
4. Do you consider yourself to be flexible in a work environment? Please provide an example.
5. What have been major obstacles/challenges you have had to overcome in previous positions? How did you deal with them?
6. Describe the most serious complaint an employee brought to your attention and what you did about it?
7. Was there ever an occasion when you disagreed with a supervisor's decision or company policy? Describe how you handled the situation.
8. We would be interested to hear about an occasion when your work or an idea was criticized, what was criticized, who criticized you, and how you handled it? What are your views on constructive criticism?

Learning Ability

Definition: Quickly grasps new ideas, approaches or systems.

1. Describe a time when your work required you to learn a new system, task or body of knowledge. What was that like for you?

2. How would your manager describe your ability to grasp new concepts or learn new tasks?
3. What has your experience been when you've had a lot of new things to learn on your job?
4. What do you do when new procedures or systems are introduced?
5. In your previous position, what specific skills or competencies did you seek out to better yourself?
6. Tell me about a job that you held in the past where continuous learning was necessary and important. How did you continue to grow your knowledge, skills and expertise? How did you apply new learning to your position?
7. Describe a time when you realized you needed additional skills or knowledge to be successful. What was your approach to gaining these skills?
8. Tell me about a specific situation when you did not have the knowledge or skill to complete a task or assignment. What did you do?
9. Can you describe a time when you needed to learn new information about changing products, markets, or procedures? What did you do?
10. What techniques have you learned to make your job easier or to make you more effective?
11. Give me an example of when you had to learn something complex in a short period of time.

Analytical Ability

Definition: Relating and comparing data from different sources, identifying issues, securing relevant information; and identifying relationships; organizing and re-organizing information in different ways.

1. Tell me about one of the most difficult problems with which you have had to deal. What was it and how did you deal with it?
2. Describe a situation in which you analyzed complex data and solved a difficult technical problem.
3. Describe a technical or personnel problem which you solved on your last job that would shed light on your analytical abilities.
4. What did you do when confronted with a complex problem? What are the most important elements? Why?
5. What do you foresee as the major problems in your current position for the next two years?
6. What steps do you take to analyze a problem before making a decision? Can you tell me about a time when you have taken these steps? What happened?
7. Sometimes a small problem can be identified and fixed before it becomes a major problem. Give an example of when you have done this and what the result.
8. Describe a situation where you had to research and review information for the purpose of making a decision or recommendation.
9. Provide an example when you used tools such as survey data, research or statistics to define or solve a problem.

10. Tell me about a time when you made an important decision with a limited amount of information.
11. Tell me about a time when you had difficult time gathering needed information in order to complete a task? How did you manage the process particularly as it relates to follow-up?
12. Tell me about a time when you had trouble completing an assignment due to a system or equipment failure that impeded your productivity. Describe the situation and how did you resolve it?

Conceptual Ability

Definition: Is able to conceive mentally, formulate ideas and use their imagination.

1. Give me an example of a situation in which your conceptual ability solved a problem on the job?
2. What were the conceptual challenges in your last position?
3. Would you help me understand conceptually what ____ is/means? (Draw from resume or previous comment)
4. How would your manager describe your conceptual abilities?

Intuitive Ability

Definition: Can understand/see things and have insight that is not supported by obvious facts or data

1. Would you describe a situation in which your intuition played an important role in what you did?
2. Tell me about a time when you had a sense about something that wasn't obvious to others at the time yet ultimately was confirmed as true.
3. Are there times when you have an "ah ha" or insight about something that didn't result from your reasoning it out? Tell me about it?
4. In what ways did you use your intuition in your previous job?

Creativity

Definition: Generating and/or recognizing imaginative, novel, creative solutions in work-related situation; presenting information in an attention-gaining and interesting manner

1. What is a recent example of things you have done that you consider being creative? That your co-workers or manager considered creative?

2. Describe a time when you used your creativity to solve a problem at work?
3. Tell me about a problem you have encountered when the old solutions didn't work and what you did about it.
4. What kind of - opportunities for trying out new ideas are there in your present job? Describe how you have reacted to them.
5. What would you say has been the most creative accomplishment in your last position? Be specific.
6. Some creative individuals require a stimulating environment to facilitate their productivity; other creative personalities seem to be productive regardless of their immediate work environment. How do you evaluate yourself on these issues? Provide a specific example.
7. Describe your most recent idea to improve a process at work. What steps did you take to bring the idea to life?
8. Tell me about a time when you have been creative in your work. What was the situation and what did you do?
9. What have you done that might be considered innovative?

Work Standards

Definition: Number of man hours allocated for the completion of a specific task.

1. Give me a specific example of how you will handle our policy on not using cell phones or other electronic equipment during work hours.
2. Give me a specific example of a time when you had to enforce a policy you disagreed with. Be specific in how you handled this.
3. Tell me about a time that you did not agree with a boss's solution and how did you handle it?
4. Give specific examples of how you exhibit excellence (adaptability, respect or accountability) in your work.
5. Tell me about a time when you had to be very analytical and focused in a situation that was personally sensitive and emotional.
6. How do you determine if the work you do is a quality job? What are some ways that you have improved the quality of your own work?
7. In your present position, what standards have you set for doing a good job? How did you determine them?
8. What are some of the problems you encounter doing your job? Which one frustrates you the most? What do you usually do about it?
9. Give me an example of a time when your work was above the standard. How did you measure it and how did you achieve that result?

10. Tell me about a time when your evaluation of your performance differed from your manager's evaluation of your performance. What happened?
11. Give me an example of a time when something you tried to accomplish failed. What did you do? What did you learn?
12. Describe a time when you set your sights too high (or too low).
13. Describe a time when you were not very satisfied or pleased with your performance. What did you do about it?

Respect

Definition: a feeling of deep admiration for someone or something elicited by their abilities, qualities, or achievements.

1. Tell me about a time when you worked with a customer or co-worker with a different background/culture than yours. What did you do to ensure that there was good communication between you? Or, what steps did you take to make the customer or co-worker feel comfortable?
2. Provide an example of what you have done to protect the privacy of clients.
3. Describe a situation when you were working with a client whose value and/or beliefs were different than your own, and in fact were offensive to you. What did you do to assure the client received high quality service?
4. How would you describe the level of respect your co-workers extend to you?
5. Would you tell me about a situation in which your presence, rather than your actions, won the respect of others?

Diligence

Definition: constant and earnest effort to accomplish what is undertaken; persistent exertion of body or mind.

1. Getting the job done sometimes requires persistence in the face of obstacles, such as time demands and shifting priorities. Tell me about a time when you were very persistent in order to achieve goals. Be specific.
2. Describe a time when you had to do a job that was particularly uninteresting. How did you keep yourself focused and motivated to complete the task?

Impact

Definition: Ability to create a good first impression, to command attention and respect, to show an air of confidence and to achieve personal recognition.

1. What do people think when they first meet you?
2. What feedback did you get when you presented your ideas to management? The public? An employee forum?
3. What was it like for you when you made a presentation to _____?
4. How do you motivate people?

Independence

Definition: Taking action based on your convictions rather than through a desire only to please others.

1. Describe an incident where you disagreed with your manager. How was it settled?
2. Describe a situation in which you acted independently of others.
3. Were there any organizational policies you didn't agree with? What did you do about them?
4. What do you do in your job that isn't covered in the job description?
5. What are the occasions when you feel you must consult your manager before taking action?
6. Why did you decide to leave your present position? What considerations entered into this decision? What did you do?
7. What do you do differently from your peers that make your work unique? Give me an example.

Maturity

Definition: Ability to experience emotional control and self-discipline, to behave responsibly, accept the ups and downs in life and to learn from past experience.

1. Would you give me an example of how you typically respond to criticism? Rejection of your ideas?
2. How have you handled a situation in which you had difficulty working with someone? What did you learn from that?
3. How have you handled your anger in tough situations?
4. When you haven't gotten what you thought was a fair deal in the past, how have you handled it?
5. Have you worked in an environment in which management announced major changes affecting your job without your having previous knowledge? How did you handle it?

Openness

Definition: Willingness to express opinions and feelings in a frank, candid and straightforward manner.

1. What kind of people do you have difficulty working with?
2. Tell me more about the problem you had in that job?
3. Why weren't you satisfied with your performance on_____?
4. Why was_____ a difficult time for you?
5. How would your co-workers describe your level of openness?
6. Please share with me the most important constructive criticism you have ever received and how you used that criticism to change something about yourself.
7. Describe a situation in which your results did not meet your manager's expectations. What happened? What action did you take?

Responsiveness

Definition: React readily to suggestions or the appeal of others.

1. Tell me about a time when you received a customer complaint. What did you do?
2. Describe for me a time when one of your employees came to you with suggestions about his/her work or your department. How did you handle it?
3. Give me an example of a situation in which your responsiveness was noted and appreciated by others.
4. How would your manager describe your responsiveness to his/her suggestions?

Accountability

Definition: An obligation or willingness to accept responsibility or to account for one's actions

1. Describe a situation where something that you did had a negative outcome. What did you do to turn the situation around?
2. Can you explain a situation when you have made a mistake? What did you do about it?
3. In our department we sometimes have "down time." What would you do to utilize this time for our department or have you done in the past?
4. This position requires you to work flexible hours, weekends and holidays. Tell me about a time you were scheduled to work and it interfered with your plans. How did you handle it?

Service Quality

Definition: A comparison of expectations with performance

1. Give me an example of a time when your work was above standards.
2. Give me an example of a time when your work was below the standard.
3. When working with students or family members, tell me how you create an environment that helps them feel informed and cared for.
4. Describe what you do to control errors in your work.
5. How do you know if your customers are satisfied with the quality of service they receive from you? Give me a specific example.
6. Describe a time you identified an error or problem that could have had a negative impact on the customer. What did you do?
7. How did you handle implementation or enforcement of an unpopular policy or procedure?

Orientation

Career

Definition: The expressed desire to advance to higher job levels; actively engaging in efforts toward self-development for advancement.

1. What do you feel is the attitude of others in management toward your self-development?
2. What job do you hope to achieve in the organization in the next five years? What are you doing to prepare for it?
3. (If the candidate is presently studying): How do your studies fit with your job or career?
4. What part of your job interests you the most? How did you arrive at this interest?
5. What has made the greatest developmental impact on you?
6. Describe when in your life you were most motivated and when you were least motivated.
7. What do you want out of your career? Short-range? Long-range?
8. What plan do you have in mind to accomplish your career goals?
9. Give me an example of a time when you turned down a short-term gain in favor of your long-term career interests.
10. What method do you use to track where you are relative to your plan for?
11. Tell me about the challenges you have had in tracking performance on this project?
12. When considering a new job opportunity, what elements—such as job responsibilities, location, and hours of work—are important to you?
13. What do you consider to be your three greatest strengths? Give me an example of when you used each of these strengths.
14. What skill do you feel you need to develop the most? Why?
15. Describe some specific tasks or conditions you found frustrating. How did you handle them?

16. Describe the style of management under which you work most effectively. Why do you prefer this style?
17. Tell me about a time you received constructive criticism. What was it? How did it make you feel when you received it? What did you do to improve?

Customer

Definition: Propensity to relate to fellow employees and customers of the company with sensitivity and commitment to responding to their needs and building long-term relationships.

1. Describe how you like to be treated when you are a customer.
2. How does your current job contribute to your company meeting the needs of its customers?
3. Describe a situation that will demonstrate your approach to handling conflicts with other departments in your company.
4. How have you handled complaints from customers or other company employees? Give specific examples.
5. Are there any instances in your last job in which working relations with someone else in the company broke down? What happened? How did you handle it? What is your relationship with that person now?
6. What have you done when you have realized you weren't able to meet the expectations of a customer? Walk me through your thinking as well as what you said and did.
7. Tell me about a time you were approached by an upset customer, but in this situation you knew they were wrong. How did you deal with the situation?
8. Tell me about the internal/external customers at your current place of employment. What percentage of your time is/was spent servicing them? Tell me about one of these instances
9. Describe what skills or qualities are important for dealing effectively with customers. Give me an example of when you used these skills.
10. Describe a situation when you had to involve others to help solve a customer's problem. What was the problem and how did others help?
11. On occasion, we all wish that we could change how we interact with customers. Tell me about a customer interaction you wish you could change. What would you do differently?
12. Tell about a time when you worked with a customer who was satisfied.
13. Tell about a time when you had to handle a difficult customer. Did the customer leave happier?
14. Describe a time when you exceeded a customer's expectation. What did you do to achieve that outcome?
15. Describe what you do to ensure that a customer feels informed and cared about. Provide a specific example of when you have done this.
16. Tell about the most difficult patient/customer service experience you've had to handle. Be specific and tell what you did and what the outcome was.

17. Describe a time when you had to deliver difficult information to a customer.
18. Tell about a situation with a customer when you were not able to meet their expectation. What did you do?
19. Describe an organization where you worked that highly valued patient satisfaction. What actions did you take to ensure delivering satisfaction was part of your work?
20. Tell me about a time when your patience and diligence with a patient, family or customer helped achieve a positive outcome.
21. Tell me about a situation in which you had to deal with a patient or family member that was upset. What was the situation and how did you handle it?
22. Describe a time when you exceeded a (patient/customer or family member's) expectations. What was the situation and what did you do?
23. When working with patients or family members, tell me how you create an environment that helps them feel informed and cared for.

Results

Definition: The intrinsic desire and commitment to achieve results and complete what one starts; awareness of and commitment overall business results; willingness to commit to long hours of work and personal sacrifice in order to reach goals.

1. Tell me about some goals you have set for yourself and how you went about meeting them.
2. How did your last position contribute to the business results of the company?
3. Tell me about a time when a goal you achieved was because you wanted to, not because others expected it of you.
4. Describe a time when your commitment sustained you in the face of numerous obstacles.
5. What would your manager say about your results orientation?
6. How would your employees describe your task orientation?
7. Describe a time when the cards were stacked against you or your group completing a project on time, and you still met the deadline. What happened? A similar time when you didn't meet the deadline? What happened?

Management

Project

Definition: Project management is the process and activity of planning, organizing, motivating, and controlling resources to achieve specific goals

1. Describe a time when you led a complex project. What was your approach to managing the project? Provide specific actions and outcomes.

2. Tell about at time when a project fell behind schedule or ran over budget. What actions did you take?
3. Describe a recent project you led and how you developed a plan for the project.

Time

Definition: Time management is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity.

1. Describe a situation that required you to handle multiple tasks at one time. What did you do?
2. What is your procedure for keeping track of items that need your attention?
3. Describe your typical workday and how you prioritize your work.
4. We have all had times when we just couldn't complete everything on time. Describe when this has happened to you. What did you do?

Working Relationships

Definition: Effectiveness in interacting with others in a cooperative and friendly manner.

1. For you, what's the most difficult aspect of working with other people?
2. What are some things you have done to build relationships with customers?
3. How would you describe your working relationships with your peers in your last job?
4. What have you done when you've had to work with someone you don't get along with?
5. What kind of things is important to you in working with people?
6. Give me an example of a situation when you took directions from someone when you felt like resisting them?
7. How would your co-workers describe your degree of friendliness?
8. What do you find most challenging in dealing with co-workers?

Planning and Organizing

Definition: Ability to establish correct priorities of work assignments; establishing course quotas, deadlines and schedules of action for self and/or other to accomplish a specific goal; planning and coordinating the assignment and allocation of human and physical resources to achieve a work goal.

1. Describe how you approach project planning.
2. How do you schedule your time?

3. What do you do when your time schedule is upset by unforeseen circumstances'?
4. What is your procedure for keeping track of matters requiring your attention?
5. Do you have a long and short-term plan for your department? Is it realistic? Did you achieve it last year?
6. Describe any short or long-range plans you may have for developing your employees.
7. How have you introduced change in your group?
8. What experience do you have with human resource or market forecasting? What techniques did you use? How effective and accurate were they?
9. Can you tell me about a time when planning ahead benefited you? Hurt you?
10. How would your manager describe your skills in planning and organizing your department's work?
11. Describe your system of planning and organizing your work. Give me an example of how this system helped you do your job.
12. Walk me through a recent or typical workday and explain how you planned the day's activities.
13. Tell me about a time you were faced with conflicting priorities. How did you determine what was the top priority?
14. Tell about a time you were responsible for planning an event and had very limited resources. How did you overcome this obstacle?
15. You have multiple tasks, each with the same due date. How do you handle multiple tasks at one time? How do you prioritize the tasks to insure that you will meet the set due dates?
16. Tell me about a time when you had to meet a deadline at work in a relatively short period of time? What steps did you put in place to ensure that the deadline was met?
17. Tell me how you have used your skills in the past to improve your day?
18. Describe a time when you had multiple requests due at the same time. Tell me what you did to complete all of the exams in a timely manner.
19. What have you done or what "tools" do you use to be effective with your organization and planning?
20. How do you schedule your time and set priorities? How do you handle 20 things at once?
21. When you can't complete your daily work due to a special cause, how do you prioritize your workload the next day to ensure the prior day's work is not overlooked?
22. How do you schedule your time and set priorities? How do you do twenty things at once? Can you give me an example of a time when you did this?
23. Tell me a time when you had multiple requests from different sources simultaneously and how you prioritized your work to meet all the different needs.
24. Give me an example of a time when you were bogged down with projects and timelines and how did you reorganize and prioritize to meet the deadlines?
25. Describe a time when you were pulled in many different directions at once. How did you prioritize? How did it make you feel?

26. Tell me about a situation when you had to make decisions on your own about prioritizing tasks. In a high-volume, environment, how would you make decisions about what needs take priority on a minute-by-minute basis? What was the outcome? How did you access?
27. Give an example of when your time schedule or project plan changed because of unforeseen circumstances. What did you do? What was the outcome?
28. What steps do you take to ensure effective organization and planning? Provide specific examples.
29. Describe a time when you had to handle multiple, competing priorities. What did you do? Provide specifics.
30. How do you decide what get stop priority when scheduling your time? Can you tell me about a time when you had to prioritize several key deliverables?
31. Describe a time when you had many projects or assignments due at the same time. What steps did you take to get them all done?
32. Describe a time when you faced a particularly demanding situation such as an emergency, or deadline. How did you decide what to do first? Second? Last?
33. How do you organize your work to ensure that you are the most effective and productive?
34. Tell me about your work experience in managing multiple job priorities with varied deadlines. When and how do you determine priorities and deadlines?
35. Think of a day when you many items 'on your plate'. How did you prioritize your work?

Energy

Definition: Exhibits high energy; has the ability to achieve and maintain a high level of activity; able to create a positive energy (motivation) in others.

1. How does your job presently differ from the way it was done in the past?
2. How many tasks do you like to tackle at one time?
3. Describe a time when you infused energy or enthusiasm into a group.
4. People's natural energy level spans a range from very low energy to very high energy. Where would you place yourself on this continuum? Is this almost always true for you? If not, what seems to affect your energy level at work?
5. How would your co-workers describe your energy level?
6. Would you tell me about a situation in which your energy level was noticeably higher than others you were working with?
7. Give a specific example of a time when your energy and actions motivated coworkers.
8. Who is the most motivating individual you know? What characteristics do you have that are similar? Dissimilar? Give me an example.
9. What things created excitement and cohesion in your current (last) work group?

Flexibility

Definition: Ability to modify or adapt one's behavioral style and approach to reach a goal; ability to maintain effectiveness under changing circumstances.

1. Tell me about a time when you were asked to change your schedule unexpectedly.
2. Describe a situation in which you would have preferred not to change, but you decided you needed to be flexible.
3. Give an example of when a suggestion from a member of your staff changed or influenced a decision which you made.
4. What was the most significant change made in your organization in the last six months which directly affected you? How successfully do you think you implemented this change?
5. Under what circumstances do you feel it would be justified to deviate from organizational personnel policy?
6. When was the last time you stepped out of your routine or preferences to accommodate the wishes of another person? Be specific.
7. Almost all work situations will require us to interact with some people we dislike. Describe a situation that you have encountered like this and explain how you handled it.
8. Who is the most demanding manager you have worked for? What was his/her management style? How did you go about working with him/her?
9. Tell me about a situation where you had to quickly adjust to a change in your department or team priorities. How did this change affect you?
10. Describe a time you had to meet a scheduled deadline while your work was being interrupted continuously. What was most difficult about this and how did you handle it?
11. Give me an example of a time when you had to balance multiple responsibilities at once. What did you do to keep organized? How did you prioritize your tasks?
12. Give an example of a time when the scope or structure of a project changed. How did you modify your plans/actions? What was the outcome?
13. Give an example of a time when you had two important projects competing for your time. How did you handle? What happened?
14. Describe a time in which you had to adjust quickly to changes over which you had no control. What was the impact of the change on you? On your work or project?
15. Give me an example of how you have used your skills to adjust to varying work flows and differing assignments in the past.
16. Tell of a time when you were confronted with a difficult change and discuss how you were impacted. How did you respond to the change?
17. Tell me about your worst shift ever and how you handled it.
18. Give me an example of a time when your job responsibilities changed and how you dealt with it.
19. Describe a time when you were required to work with a co-worker that did not want to share the work and how you resolved the situation.

20. Give me an example of a time when you were able to bridge a personality conflict that existed within your work place to accomplish a task.
21. Tell me about a time when there was an unexpected event that resulted in you having to take on additional duties.
22. Recall a time when your leader assigned you a task that you considered outside your job description. How did you handle the situation? What was the outcome?
23. Give me an example of a busy day and how you handled additional responsibility.

Teams

Teamwork

Definition: Works well with team members; able to sublimate personal goals to those of the group.

1. How would your co-workers describe your willingness, strengths and shortcomings as a team player?
2. Tell me about a situation in which you pulled back on your personal goals for the sake of the team.
3. Describe your experience in working on project teams, task forces or as a member of a work group? What was it like for you? How did you reconcile any differences between your goals and those of the group? What role(s) did you primarily play?
4. Where would you place yourself on a continuum from individual performer to team player in terms of preference? In terms of effectiveness? Give me examples.
5. Have you ever been in a situation in which one of the team members was unproductive or uncooperative? Tell me about the situation and what you did.
6. Describe how you were able to contribute to successful multidisciplinary team.

Team Building

Definition: Ability to create with a group of individuals who work together.

1. What experience have you had in building a team? How did you go about it?
2. What challenges have you faced in developing your work group into a team? How did you meet them?
3. Tell me what you understand to be the important steps in building a team?
4. How would your manager rate your skills at team building?
5. Tell me about a time when you managed employees who were jointly resistant to management.
6. In your present job, tell me about a time when you had difficulty getting others to establish a common approach to a problem.

7. Describe an experience in your background where you saw the working environment or management style weaken the team work attitude. What did you do?
8. Tell me about a time that you were frustrated with a co-worker and what did you do about it.
9. Tell me about a time when you followed a co-worker who repeatedly left work incomplete. How did you deal with the issue?
10. How would you support and develop the team in this area? Can you tell me how you have achieved this in your current role?
11. Describe a time when you worked a shift where there was an unexpected staffing shortage. How did you work with team members to prioritize and complete work?
12. Tell me about a time when you worked with someone that you thought was not helping the team. How did you handle this situation?
13. Tell me about a time when you had to work together with others, and they weren't doing their part. How did you deal with that person?
14. In your previous roles, have you ever experienced a time when your staff did not want to take on a project or task? Explain how you have helped them to understand how the expectation fits with your operation plan.
15. Please share an example of a situation where your team members disagreed with you. How did you respond? What was the final outcome?
16. Tell me about a time when you needed help on the floor and there was no one around. What was the outcome?
17. Describe a time when you may have found late in the day that an important assigned task had been overlooked. How did you handle the situation?
18. In your past experience or training, what have you done to build bridges between different areas of responsibilities within your department?
19. Tell about a time when you demonstrated excellent team member behaviors. What was the situation and what did you do?
20. Describe how you contributed to the successes of a team of which you were a member. Provide specific examples.
21. Give an example of a team decision in that you were involved in. What did you do to help the team reach the decision?
22. Describe a situation in which you had to influence another peer to cooperate.
23. Describe a situation where others you were working with on a project disagreed with your ideas. What did you do and what was the outcome?
24. Describe a situation in which you had to arrive at a compromise or guide others to a compromise.
25. Tell me about a time when you put the needs of a group before your own when completing a task.
26. Tell me about a time when willingness to share your knowledge significantly enhanced an outcome or decision for the team.

27. Describe a time when you made a decision that was unpopular with the other members of your group. What was the end result?
28. Describe a situation in which you had to influence another peer to cooperate. What exactly did you do to accomplish this?
29. Tell me about the most effective team you have worked with. What made them effective? What role did you play in the team?
30. Have you ever helped a coworker improve his or her performance at work? Tell me about a specific instance.

Empowerment of Employees

Definition: Ability to develop the skills and competence of employees.

1. What have you found most useful in developing employees?
2. How have you identified employees' needs and potentials?
3. Give me an example of when you coached a mediocre performer to a higher level of achievement. A top performer.
4. Give me some specific example of how you have empowered someone who reports to you. What was the result?
5. If you are promoted tomorrow, do you have a replacement? What have you done to help develop him or her?
6. To what extent do employees participate in decisions you make?
7. Tell me about some of the people who have become successful as a result of your management.
8. How are you helping your employees develop themselves?

Interest

Position

Definition: Extent to which the activities, responsibilities and rewards available in a given position overlap with those things that result in personal satisfaction for the individual.

1. How does this position fit with your professional goal?
2. Why did you apply for this position?
3. What are the characteristics of this job that are most important or appealing to you? What are the factors that motivate you?
4. Can you give examples of experiences in your last position that you felt were satisfying?
5. Can you give me examples of experiences in your previous job that were dissatisfying?
6. Would you comment on how your work goals and your life goals sometimes conflict?
7. What parts of your job do you dislike? How do you handle them?
8. Describe when you worked the hardest and felt the greatest sense of achievement.
9. What are some recent responsibilities you have taken on?
10. What types of responsibilities do you like most?

11. What types of responsibilities do you like least?
12. When you imagine yourself sitting at your desk, working hard, with a smile on your face, what type of job are you doing?
13. When you imagine yourself frustrated and stressed at work, what is going on?
14. What behaviors does your current organization value or reward? Are they important to you?
15. What do you like most about your current work environment?
16. Why or how did you choose your current location?
17. What makes one location more desirable to you than another?
18. Can you describe your dream job?
19. If you could change one thing about your current job, what would it be?

Coping Skills

Definition: Expending conscious effort to solve personal and interpersonal problems, and seeking to master, minimize or tolerate stress or conflict

1. Describe a time when you were faced with problems or stressful situations at work.
2. How did you work through them?
3. What methods or processes have you used when you were facing a change in your job responsibilities to ensure a positive outcome for you, your department, or the organization?
4. What types of things in your work have caused stress or made you uncomfortable?
5. What did you do when those situations happened?
6. Describe a work situation in which a project that was important to you was delayed or postponed. How did you respond? What were your next steps?
7. Describe a time when you received feedback about your performance that was not positive. What did you do?
8. Tell me about a time when you had to cope with strict deadlines or time demands. Provide an example.

Tolerance of Stress

Definition: Stability of performance under pressure and/or opposition

1. Some people work best in high pressure situations; others do best when there is relatively little pressure. How would you describe yourself on this issue? (If the candidate prefers a low-pressure situation: What happens when the pressure is high? How do you handle it?)
2. How does stress on the job affect you?
3. Under what level of stress do you work best?
4. Do you feel pressure in your job? Tell me about it. What has been the highest pressure situation you have been under in recent years? How do you cope with it?
5. What generally causes you to lose your temper?

6. Have you ever had a feeling of frustration and impatience when dealing with customers? If so, what happened?
7. Describe for me a time when substantial changes occurred in your company over which you had no control. What happened? What was that like for you?
8. Tell me about a time when you had problems or stresses which were difficult for you.
9. Customers frequently create a great deal of pressure. What has been your experience in this area?
10. What types of pressures do you currently feel on your own job? How do you cope with these pressures?
11. Describe one of the most challenging interactions you have had with an internal/external customer. What happened?
12. Describe the most stressful work situation you have faced. Why was it stressful and how did you react?
13. Tell me about a time that you faced unrealistic/unreasonable goals or expectations. How did you respond/handle it?

Environmental Conditions

Definition: Requirements that relate to the work environment.

1. Do you have any particular requirements about the environment you work in? What are they?
2. Have you worked with chemicals before? How was that for you? Did you have any allergic reactions?
3. Some people find it difficult to work all day in a small enclosed room. Have you ever worked in a situation like this? (If yes...) What was it like for you? (If no...) How do you think you would feel about it?
4. On a continuum from working best with lots of solitude and little interaction to working best with lots of people and frequent interaction where would you place yourself? Can you give me some examples? How do you handle it when you are in the opposite situation to what you prefer?
5. Describe the best work environment you've experienced. Why was this particular environment so positive?
6. Tell me about a work environment that was not ideal? What was the situation? What did you do? What did you learn?
7. What previous job was the most satisfying and why? Provide specific examples of what made the job satisfying.
8. What previous job was the most frustrating and why? Provide specific examples and what you did about the situation.

Policy and Procedures

Definitions: Able to relate to routine operations in a manner that is consistent with existing solutions to problems; to conform to established policies and procedures.

1. How would your manager describe your ability to follow procedures? Create procedures when there are none, but are needed?
2. Have you ever worked in a situation where there were continual changes in company operating policies and procedures? How did you react to the changes? What was it like?
3. Describe a situation in which you had to support the direct view of higher management, even when you personally disagreed with them.
4. What was a routine problem that you had to deal with on your last job? What procedures did your manager expect you to use in dealing with the problem. What procedures did you create?
5. Can you describe a situation in which a company's policy and procedures have been unfair or unreasonable to you? How did you cope with the problem?

Tracking/Monitoring

Definition: Ability to monitor and/or regulate processes, tasks or activities of employees (through own actions or through established procedures).

1. How do you track the performance of your employees?
2. What other methods do you use in keeping on top of your responsibilities?
3. What method does your manager use to keep informed about your areas?
4. What changes have you made to handle delays in or failures to meet time schedules?
5. What is your system for tracking progress on delegated projects for which you are responsible? Give me an example.
6. Give me examples of how you monitor the satisfaction of your internal/external customers.
7. Have you ever delegated an assignment that was not completed on time? What happened? What did you do?

(Need for) Guidance/Structure

Definition: The ability to work with little or no direction; the ability to establish goals and procedure in ambiguous situations.

1. When your manager gives you a problem, how do you go about it?
2. Have you ever had to work on several projects at once? How did you handle this?
3. On a continuum from working best with lots of freedom to working best with lots of direction from your manager, where do you see yourself?
4. What do you typically do when you find yourself in an undefined situation at work?
5. Describe a time when you received lots of direction from your manager. What was that like for you?
6. Tell me about a time when your manager handed you a task and gave you little or no

- direction. What was that like for you
7. What are two things in a job that are most important to you and why?
 8. What are things you like to avoid in a job and why?
 9. Describe your organizational skills.
 10. How do you assess priorities and how do you then assign them in order to meet deadlines or demands?
 11. Tell us about your experience multi-tasking workflow. Please provide specific work-related examples.
 12. Do you prefer to work independently or on a team? What are your team player qualities?
 13. How do you handle constant interruptions?
 14. Describe your previous experiences in dealing with multiple priorities and wearing "multiple hats?"

Job Knowledge

Definition: Prior knowledge and skills of position

1. Describe your strength in terms of job knowledge and expertise. Tell me about a time when you used that knowledge and expertise on the job.
2. Job knowledge questions are generally specific to the position the individual has applied. For example:
 - Tell me about a time when a client's condition changed rapidly. What did you do?
 - Walk me through a time when you had to deal with a system crash (IT dept.) What steps did you take to ensure that data and information were not lost? How did you keep your customers informed?
 - Tell me how you walk a customer through the pre-registration process on the phone.

Compensation and Benefits

Definition: Requirements for base salary, incentives and benefits.

1. What are your salary expectations?
2. What was your total compensation package at your last job?
3. How would you rate compensation next to the other priorities you have for the position you are looking for?
4. What sort of benefits are you looking for? Which are most important to you? Why?

Hours of Work

Definition: Requirements for particular hours during the day, particular shifts and for total number of hours.

1. Do you have any specific requirements in terms of hours you work or shifts?
2. Toward the end of each quarter, our university experiences peak periods that require overtime. How would you feel about that? Would that be a problem for you?

Location of Job

Definition: Requirement about the geographic location of the job.

1. Is geographic location among your job criteria? If so, how important is it? Why is that?
2. This facility is about an hour from any good size town. How would that be for you? Would that be a problem for you?

Accomplishments

Definition: Fulfillment or achievement within a field of interest

1. Describe a work-related accomplishment of which you are particularly proud.
2. Describe a projector situation that best demonstrated your analytical skills.
3. Describe a previous work responsibility or assignment that required good attention to detail. What did you do to ensure accuracy? How did you enjoy that type of work?
4. Can you think of a time you solved a problem creatively? Tell us about it.
5. Tell us about a mistake you made recently and what you did about it.

General Skills/Strengths

Definition: Overall ability to perform certain duties/areas of most competence

1. Even though we have your resume, please provide us with a general overview of your experience and education, computer skills and related information.
2. In what way do you believe your education and training has prepared you for this position?
3. What kind of computer skills/experience do you have? Take us through a project where you have utilized your computing skills (mail merges, Access, Excel, PowerPoint, web)?
4. What licenses or certifications do you have that are relevant to this position?
5. What skills do you have that you feel could enhance this position?
6. What do you consider to be your major strengths?
7. What are your weaknesses or areas that need more work?
8. What strengths would you bring to this position?
9. What special training do you have that is relevant to this position?
10. Do you have any experience dealing with confidential information? If so, explain.

Closing Questions

Definition: End questions at conclusion of interview

1. Is there anything else you would like to tell me about yourself or your experience?
2. Why should we hire you?
3. Should you be the candidate recommended for hire, when the University conducts employment references, what will your references tell us about you as an employee?
4. Why should we consider you for this position and how would employing you benefit the department and the University of Mississippi?
5. Is there anything else you would like to tell us about yourself that has not already been asked?
6. Do you have any questions for me/us?

Behavioral Interview Questions

The questions below were selected to uncover personal and cultural aspects of your job candidate. You possess the technical expertise to write questions that uncover the candidate's technical experience that relates to your selection criteria.

Accountable

- Describe a situation when your work did not meet your coworker or supervisor's expectations. What happened? What action did you take?
- Tell me about a time when you had to deliver on a commitment that was difficult for you. What did you do to motivate yourself?
- Have you ever been in a situation where your role or responsibilities haven't been clearly defined? What did you do?
- Tell me about a time when you had to conform to a policy or procedure you did not agree with.
- Tell me of a time when you disagreed with a customer, supervisor, or coworker. What did you do to resolve the conflict? What was the outcome?

Assertive or Self Confident

- 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 or crucial to your customer.
- We all find ourselves in stressful situations at work when keeping a positive attitude is most useful. Tell me about such a time and how did it turn out?
- Tell me about a time when you felt compelled to immediately address a difficult situation with your boss or supervisor when others wouldn't. (You had to do the right thing). What happened? What was the outcome?

Calm

- Tell me about a time when you were under extreme pressure and remained calm and focused at work.
- Tell me about a time when events collided or you were expected to accomplish much in a short time, but you were able to keep your composure. What was the situation and result?
- Tell me about a time when you had to make a split second decision. What skill did you use to keep your composure? What was the outcome?
- Tell me about a time when you had to deal with an uncomfortable situation at

work. How did you manage it?

- Describe a time when you were proud of your ability to withhold your comments until you had all the facts. What was the result?
- Tell me about a time when you had to let go of your need to control a situation. What was the issue? Why was it necessary for you to let go?

Communication

- Tell of a time when your active listening skills really paid off. Perhaps a situation when others missed a key idea or issue.
- Describe your most successful experience in delivering a presentation or giving a speech. When did this happen?
- Describe a complex writing assignment (longer than 10 pages) you had to complete. Tell me how you organized the document and what help you had (if applicable) finishing it.
- Some situations require us to express ideas or opinions in a very tactful and careful way. Tell me about a time when you were successful with this particular skill.

Customer Focused

- Tell me about a time when your success depended on your prior working relationship with a customer. Describe the situation and the outcome.
- Tell me about a time when you went the extra mile to meet the needs of a customer.
- Tell me about a time in your previous job when you accommodated the client or customer even though it was more work for you or went against your instincts. What was the result?
- Tell me about a situation where you had to remain quiet when dealing with a hostile customer. How did you handle the situation?

Detail Oriented

- Describe a situation when you coordinated several events or people at the same time. How did you handle it? What was the result?
- Tell me about a recent job situation that required great precision to complete a task. How did you handle the situation?
- Tell me about a task that was tedious or boring to you—but had to be done. How did you approach and tackle the task?
- Tell me how you manage your daily work schedule.
- When have you found it valuable to use a detailed checklist or procedure list to reduce potential errors on the job? What was the outcome? What would you do differently today?
- Give me an example of a situation where you needed to pay attention to small but important details? When was this? How did it turn out?
- Tell me about a time when you had to manage large amounts of paperwork. How did you keep things organized to maintain order and accuracy?

Empathetic/Optimistic

- Tell me about a time when you were sensitive to how another reacted in an emotional or tense situation. What did you do? What was the outcome?
- Tell me about a time when you volunteered your help to someone in need. How did they react? How did it turn out?

- Give me an example of a time when your positive attitude caused others to be motivated or energized. What was the situation? What was the result?

Flexible

- Tell of a situation where you had to adjust quickly to changes over which you had no control. What was the impact of the change on you?
- Tell me about a time when you had to change your point of view or your plans to take into account new information or changing priorities.
- Describe an example of a time when you had to approach people (with different perspectives) for support or cooperation. How did you appeal to each person? What was the result?
- Describe a situation in which your first attempt to sell an idea failed. How did you react to this? What other approaches did you try?
- Tell me about a time when your work effort didn't go as planned (blocked by obstacles). How did you resolve this issue? What was the outcome?
- Tell me about a time when you had to accommodate unplanned activities or demands?
- Tell me about a time when you had to adapt quickly to changing conditions to accurately complete your job. What were the circumstances?
- Tell me about a time when you had to work in a chaotic or noisy environment. How did you deal with this situation? How did you ensure your productivity and accuracy in this environment?

Mentor

- In a supervisory or group leader role, tell me about a time when you had to discipline or counsel an employee or group member? What was the nature of the discipline? What steps did you take?
- Tell me about a time when you coached a coworker to help them improve their skills or job performance, what did you do?
- Describe a situation where you helped motivate someone to improve his or her performance, what was the outcome?

Proactive

- We can sometimes recognize a small problem and fix it before it becomes a major problem. Give an example of how you acted to prevent a larger problem from occurring.
- Tell me about a time when you thought through the consequences of a specific action in planning a project. What obstacles or barriers did you discover?
- Describe a situation in which you forecasted a problem and prepared a strategy for handling it. How did it turn out?

Problem Solving

- What was the most difficult work problem you ever faced? How did you address the problem? What were the results?
- Tell me about a time when you used fact-finding skills to solve a problem. What was the situation? What was the outcome?
- Tell me about a time when you had to step away from traditional methods to solve a difficult or complex problem. Can you describe your approach? What was the outcome?

- Tell me about a time when you had to respond quickly to a crisis situation. What were the circumstances? What was the final outcome?
- Give me an example of a project you personally planned, implemented, measured, and evaluated. What problems did you solve along the way?
- Give me an example of how you solved a problem in a unique way within the past 18 months.

Quality

- Tell me about a project that you were completely responsible for completing. How did you stay on task to complete it even though no one was checking your progress?
- Tell me about a time when you felt it would benefit the situation to disregard structure or formal processes to achieve a better outcome. What were the circumstances? How did it turn out?
- Give me an example of a time when you recognized an opportunity for process improvement in your department or group. What did you do?
- Tell me about a time when you missed an obvious solution to a problem? What was the outcome?

Risk Taking

- We all learn through our mistakes. Tell me about a time when you confronted a coworker or supervisor because you knew they were making a mistake. What was the issue and how did it turn out?
- Tell me about a time when you had to collaborate with another to resolve a conflict that initially felt uncomfortable, but actually turned out better than you anticipated.
- Tell me about a time when you perceived friction or resistance from a coworker, supervisor, or customer and you immediately addressed this issue to enhance your working relationship. What happened? How is your relationship today?
- Tell me about a time when you felt compelled to express an unpopular viewpoint to maintain your integrity. What did you say and how did you say it?

Teamwork

- Tell me about a time when someone else neglected or failed to deliver on their work commitments—and it had a negative impact on your productivity. How did you react? What was the outcome?
- Collaborative work relationships often ease tension and facilitate productive relationships. Can you give me a recent example where you intentionally enhanced a relationship to get a job done?
- Tell me about a time when you needed additional information from other people or references to make an informed decision. What did you do? How did your extra-credit research impact the outcome?
- Describe a time when you put your needs aside to help a co-worker understand a task. How did you assist them? What was the result?
- Tell me about a time when you improved a process by creating a cross-functional team. What was the issue and how did it turn out?
- Can you give me a recent example of how you displayed loyalty or commitment to your current work group? Why was this act important to you? What was at stake?
- When were you part of a great team? What were the circumstances? How did you contribute?

- Tell me about a time when you disagreed with your team's agreed course of action. What did you do?

Well Adjusted

- Describe a situation where you had to deal with someone who didn't like you (or you didn't like). How did you handle it?
- Tell us about a time when you had to use coping strategies when dealing with a high-pressure situation?
- Tell me about a time when you found yourself on unfamiliar territory: a new situation. How did you adapt to this situation? What was the eventual outcome?
- Occasionally our work is judged or criticized unfairly or our intent is misunderstood. Can you tell me about a recent situation that fits this description? How did you react?
- Tell me about a recent threatening or difficult work situation. How did you approach this situation? What was the outcome?
- Tell me about a time in the past year when your patience was tested with coworkers, customers, or supervisors. How did you handle the situation? What was the result?
- We all get angry or frustrated from time to time. Give me an example of how you reacted in a recent situation.