

This type of questioning is to determine a particular behaviour of a candidate and can be used to gather evidence applicable to all types of selection criteria. Behavioural or Competency Based Questioning indicates that past behaviour is the best predictor of future behaviour.

There needs to be a thorough understanding of the position, position description and criteria required to be successful in the role. Questions need to be prepared that will provide evidence that a candidate can in fact meet the requirements of the position. The criteria behind the question needs to be the motivation for obtaining an answer, keep asking yourself, what am I looking for, has this candidate provided me with enough evidence to satisfy this criteria, is there anything else I can ask (probing) to get a more specific answer.

CV,s, Resumes and Selection Criteria are all sales brochures for candidates. They show all the features and no weaknesses. The more specific the selection criteria the better the opportunity to determine suitability for interview. The interview and other assessment tools assess whether or not a person is the right person for the right job.

Here are some sample questions that may be helpful ...

Introductory Questions

- Why have you applied for the position? What attracted you to this position?
- What skills do you think you can bring to this position?
- What do you understand the role and responsibilities of the (position title) to be?
- What do you see as being the key challenges and opportunities of the role in delivering a range of services for the University and Division?
- What would be your major priorities in the first few weeks in the position?
- Why are you the best person for the job?
- How does this position fit in with your career plans and do you have a leaning towards a particular area (if role includes various components).

Introductory Questions (Academic)

- Why have you applied for the position? What attracted you to this position?
- What do you see as being the key challenges and opportunities of the role?
- Why are you the best person for the job?
- How does this position fit in with your career plans and do you have a leaning towards a particular area (if role includes various components).

Analytical Thinking

The ability to understand a situation or data by breaking it apart into smaller pieces or by tracing the implications of a situation in a step-by-step way.

- Tell me about a complicated problem that you recently had to deal with that was not within your usual field of expertise. How did you go about solving it step by step.
- Tell me about a time when you had to choose amongst several courses of action. How did you make your decision and what was the outcome.
- Describe a complex business analysis you have conducted
- Discuss a work situation in which you needed to uncover the cause of something. Explain how you went about this process.
- Tell me about an action or decision that had unexpected widespread implications. How did you determine that the results were due to this particular action/decision.
- What complicated problems have you had to address on your job? Describe how you identified or gained a better understanding of the problems and give examples.
- What sorts of information do you use to stay aware of problems in your work area? Tell me about a situation in which you used one of these sources.

Behavioural/ Competency Based Question Samples

- Tell me about a time where you had to analyse numerical or financial or technical information. Describe the process you used and how useful the information was.
- What is an example that will demonstrate your analytical expertise.
- Can you describe thought processes that you work through in order to attack a particular problem? How do you go about analyzing a problem and creating a solution? Please provide an example.
- Describe the biggest problems you've faced in the last 6 months. How did you handle them?
- Describe any significant ideas that you have conceived in the past year. How did you know that they were needed and would work? Were they used? Did they work?
- Describe your most recent task/project. What was your involvement, how did you set about working on the project?
- Describe a specific task you found especially challenging? What was it about the task you found difficult? How did you overcome the difficulty? What was the result?

Creative/Innovative Thinking

Takes an innovative approach to business problems.

- Tell me about a time when you improved the performance of an area/project for which you are responsible.
- Give me an example of how you have overcome an obstacle in a creative way.
- Tell me about a time when there was no set procedure or precedent to help you attack a problem. Describe how you handled the situation.
- Give me an example of something new/different you have done in your work. Discuss the alternative approaches you considered.
- What was the most innovative thing you have done in recent times to motivate your team?
- What ideas have you had in terms of new products, services and markets recently? Please describe what were the outcomes and did they "go live"?
- What scope is there for creativity in your job? How do you use it?
- What is the best example during a recent period when you have been forced to provide innovative solutions in response to a customer tender/proposal? Please detail the nature of the innovation.
- Please provide an example of when you have had to provide alternate strategies to a solution and please detail these.
- Please provide an example of when you have improved work practices for your group. Please describe the improvements? Please describe the outcome.
- What are some of the most imaginative things you have done in your present position?
- Can you think of a situation you had to handle in which old solutions did not work. What did you do to handle it?
- What did you do differently than your predecessors in the position?
- What kinds of problems have people recently called on you to solve? Tell me about your contribution to solving the problem.
- Give me an example of how you have been able to make significant impact on your organization.

Service Focus

The desire to proactively help or serve customers and meet their needs in the way best suited for each individual customer. It means focussing ones efforts on discovering and meeting the customer or clients needs. A 'customer' can be either internal or external. Builds and maintains relationships with internal & external customers. Understands and anticipates customers' needs, takes action to address customer needs and strives to exceed customer expectations. The ability to anticipate and influence customer needs and wants, and strive to provide products and services that meet their short/medium and long term needs.

- Think of a time when a customer called you with an issue about which you knew very little and appeared to be out of the ordinary. How did you respond.
- Tell me about an occasion where you were able to benefit a stakeholder over the longer term through an understanding of their medium and long term needs.
- Describe a situation in which you advised a stakeholder to take an alternative approach to their expected choice, what was the situation and what was the outcome.
- Can you give us an example of how you have 'gone the extra mile' to assist a customer.

Behavioural/ Competency Based Question Samples

- Can you tell us about a time when you have liaised with someone from another department about a difficult situation. Explain the outcome for both departments.
- What do you see as the benefits of effective liaison with customers
- Can you explain a time where you had to establish & maintain a collaborative relationship with (a lecturer) so you can identify & address their needs for (learning resources & academic staff development)
- Think about a time when you had to change your work practices in order to deal with a customer's expectations
- Can you tell me about a time when you have had to deal with a customer who is angry or abusive. Tell us how you managed the situation and the outcome achieved.
- Can you explain the process of measuring customer satisfaction? Please tell us about your experience and the methods you have used. Did this achieve the results you were looking for.
- Can you explain how you have set performance goals or targets related to customer service for your staff. How were these developed. How were they communicated. To what extent have they been achieved.
- Can you tell me about managing continuous improvement initiatives in a customer service role. What initiatives did you implement and how successful were they.
- Tell me about a time when you provided exceptional customer service. What was the outcome?
- In your current role, tell me about an initiative that you implemented that impacted on a customer experience. How did you go about implementing it and what was the outcome?
- Can you give an example of a change you have initiated in the last 12 months to improve customer service in your work area?
 - Describe the situation?
 - What action did you take?
 - What was the result?
 - What would you do differently next time?
- Can you give an example of a difficult decision you have had to make relating to customer service?
 - Describe the situation?
 - What did you do?
 - What was the result?
- What impact have you had on the way your customers perceive the services of your business unit/work area?
 - Can you describe how you did this?
 - What customer service principles and techniques did you use?
 - How did you implement them in this situation?
- Can you describe a situation where you had to confront a difficult issue with a customer and you were not happy with the way you handled it?
 - What was the situation?
 - What would you do differently next time?
- Describe a time when you have worked with your team to achieve a high level of customer service. What was your role? What steps did the team take? What was the outcome?
- Outline a situation when you took personal responsibility to ensure the customer's problem was resolved. What was the outcome?
- Describe a time when you did not take into account the needs of the customer? What impact did this have on your business? What did you do to rectify the situation?
- Think of a time when a customer (internal or external) called you with a complaint or a request that was out of the ordinary. How did you respond?
- Think of a situation in which the customer was wrong. How did you handle it?
- Think of a time when you were servicing other people (customer, peers, or managers). How did you determine what they needed?
- Describe a situation in which you uncovered and addressed a customer's long-term needs.
- Describe a situation when you have had to deal with an angry client/customer. What made them angry? What did you do to assist them? How long did this take? What was the outcome?
- Tell me about a recent situation when you had to develop a relationship with a new customer.
- Give me an example of when you have put a customer first. What sacrifices did this require? What impact did this have on your other activities?
- Describe a time when you were unable to help a customer as much as they wanted you to? Why was this? What did they say about your reaction? How did you feel about this?
- Tell me about a time when you were complemented for helping a customer beyond the call of duty. How frequently do you go to that kind of trouble? What feedback did you receive?

- What do you understand by the term customer service?
- How did you differentiate the levels of service you give between internal and external customers?
- Please tell me about a recent situation in which you had to deal with an uncooperative client or customer and there were serious potential consequences? What did you do? What happened?
- Describe a time that illustrates how you built a relationship with a client?
- How did you go about the process of identifying user requirements? What was your specific role?
- Sometimes we are not on the same wavelength as a user? Describe a time a user wanted something different from what you had in mind. What did they want? How did it differ from what you wanted? How did you overcome the differences? What was the result?
- What have you done in the last 6 months to foster effective customer relationships? How do you know if you are meeting your customer's needs?
- In your current job, can you give me some examples of where you have exceeded the expectations of your customers?
- Sometimes, customers have very unrealistic expectations. Can you describe a time when you have had to persuade a customer to rethink their expectations and help them consider alternatives. What was the outcome?

Building Partnerships/Relationships & Networking

A concern for working with others in the identification of opportunities or outcomes that generate mutual benefit. It implies taking action to build strategic and operational relationships with others that may not be within the usual field of vision. Includes complex interaction with brokers, others of influence, information owners or other stakeholders working within or outside the Department. Builds and maintains friendly reciprocal relationships.

- Tell me about a time when you needed to build credibility and trust with a colleague or manager in order to develop a relationship with him/her. What was your approach to earning his/her trust and confidence.
- Tell me about the last time that you leveraged one of your internal relationships in order to accomplish a strategic goal. How did you go about doing this.
- Tell me about a time when you needed to 'get others on board' in order to achieve a strategic goal, How did you go about doing this.
- Describe a situation where you needed to build internal support for an idea or initiative that you were attempting to get accepted. Whose support did you target and how did you get their assistance.
- Tell me about a time when you had to 'sell' an idea or approach, either to someone in your organisation or to a customer. How did you do this and what was the result.
- Tell me about a time when you used data, information or feedback to get an idea accepted by your peers and gained their buy in.
- Describe a situation where you convinced a stakeholder to alter his/her viewpoint. How did you do this and what was the outcome.
- Tell me about a time when you used others to help promote your idea to gain a win.
- How do you meet new people? How do you feel about them? When was the last
- time you were required to introduce yourself to new people in a business situation in
- a social situation? Please provide specific examples?
- How do you go about building relationships after an initial meeting? What tools do you use? What is an example of a recent success in this area?
- How much of your time do you spend developing contacts rather than initiating them? How do you go about this?
- How do you develop your informal contacts?
- We all meet people we find it difficult to get along with. Tell me about the last time this happened to you. What were the circumstances? Why did you find this person difficult to get along with? Why do you think the person acted in this way? What did you do to try to resolve the situation?
- Tell me about a recent situation in which you have deliberately built and maintain a relationship with an internal or external contact. Why was the relationship important? How did you build this relationship? How has you maintained the relationship since that time? What benefits has this had to the other person?

Building Business Partnerships

The ability to structure interactions with business partners towards productive outcomes while maintaining probity and professional standards

- Describe a recent situation in which you needed to apply general business concepts in making a work related decision
- Describe a situation in which you applied your business knowledge to solve a client problem
- Describe a situation where you had to use a business partners expertise or that of other experts to solve a customer problem
- Give me an example of a time when you had to use your business knowledge to sell an idea you had to a colleague or senior person.

Understanding the Business

Demonstrates an interest and understanding of issues relevant to the department and hotel and keeps knowledge up to date, including legislative information.

- What steps have you taken to ensure your team is familiar with the organisation's mission and strategies?
- Tell me about an idea of initiative that you have discovered and shared with your department?
- In your previous position how have you gone about gaining knowledge and understanding about the business priorities, products and/or services?

Commercial Acumen

- What can improve the profitability of your present company? Please provide specific examples?
- How do you guide/influence the bottom-line? Please provide a specific answer.
- What are the major threats and opportunities for your business?
- What do you do to keep up to date with your own commercial and business knowledge? When was the last time your abilities in this area were of benefit?
- Why do customers choose your products and services? What benefits do they have for your customers? How could you make the products and services more attractive to customers? What other market trends affect the organization?
- What is the most important thing you have done to increase profit? What prompted you? What long-term impact did you have? How could you have increased this further?
- Give an example of a time when you spotted a good business opportunity. What was this opportunity? Why did you think it was so worthwhile? What was the result of your efforts?
- What sort of opportunities do you have to reduce costs? Tell me about a time when you have made some cost savings in the past. How did you choose where to make savings? How much money do you think you saved?
- Tell me about the major competitive threats to your organisation's future business.
- Tell me about your experience in dealing with assisting in the management of accounts, in particular, monitoring expenditure against budget?
- Tell me about your experience with generating financial reports? What do they contain? How often do you have to prepare them? How are they used?
- Can you describe a situation where you have had to analyse statistical data?
- Can you tell me about a time when you've had to reduce expenditure to operate within a constrained financial climate?
- Describe some examples of strategic planning and budgeting that you have undertaken in previous roles. What is the largest budget you have managed? How do you determine priorities if the allocation of resources is insufficient to carry out all functions in your area of management responsibility?

Change & Change Leadership and Commitment

The ability to energise and alert groups to the need for specific changes in the what, why and how things are done.

- Tell me about a time when you undertook a major review of current work practices. What did you discover and how did you go about implementing change.
- Tell me about the last time that you took a significant action to create a sense of urgency to a program of change, what did you do and what was the outcome.
- Tell me about a time when you needed to get around a roadblock to a goal that was new, how did you do this.
- How will you go about maintaining an awareness of professional developments in the area of <Information Provision>, & keep up to date with current trends in the field of <Information Services>.
- Tell us about a time when you have attended a beneficial work conference or course & could apply some of the ideas in your workplace. How did you go about gaining support for your ideas and then how they were implemented. What were the results.
- Tell us about a time at work when you have had to deal with change. What was the change and how did it effect you? What did you have to do differently as a result.
- Can you give an example of a time when you had to implement a policy that you did not necessarily agree with.
- Tell me about a time when you have been working with team members from other Divisions and one member in the group disagrees with the direction and goes against the opinion of the majority. What did you do to deal with the situation. What was the outcome. Was the team satisfied with the result.
- Tell me about a situation when a staff member has not accepted a team decision and is undermining the team. What strategies did you use to address the situation. What was the outcome.
- Tell me about a time when you had to understand another person's perspective or point of view which was different from your own. What were the differences in perspective. Do you know why there was a difference. How did you deal with the situation. What was the outcome. What did you learn from the experience.
- Tell me about a time when you needed to communicate to your team or clients a change in policy or procedure. Please describe a situation where you have introduced rapid change to your organization. What did you do and how did you do it?
- Tell me about a situation where you have been an agent of change. What was the situation? What was your role? How did you go about implementing the change? How effective were you in influencing and persuading participants and those affected? What was the outcome?
- Has there been a recent introduction of new methods and procedures in your new organization? How has this affected you?
- What major changes have you experienced in your recent career? What is a recent example? What did you learn from these changes?

Organisational Fit and Alignment

Requires the intimate understanding of the limits and nature of organisations.

- Tell me about a time when you identified the need to significantly change the current work practices in your own work area
- Tell me about the last time that you convinced others of the need to change their established outcomes or goals in spite of established practices or policies to improve customer outcomes
- Tell me about a time when you changed how you worked or what you did despite not feeling entirely happy about the outcomes.

Teamwork and Cooperation

Demonstrates cooperation and trust with colleagues and teams across organisational boundaries. Participates as a team player and established strong working relationships to deliver positive results. Implies the intent to work cooperatively with others, to part of a team, to work together as opposed to working separately or competitively. It includes the ability to effectively bring individual contributes together from highly diverse functional areas, and to orchestrate their efforts. The motivation and ability to effectively contribute to the establishment, maintenance and success of work teams, focused on achieving individual, team and organisational goals.

- Think of a team you have managed that was comprised of different personalities and work styles. What methods did you use to ensure that people performed to their best and individual needs were met.

Behavioural/ Competency Based Question Samples

- Tell me about a time where you acknowledged the contributions of your team members on a particular project or task.
- Tell me about a project you were involved in recently where there was conflict or disagreement. How did you react to the situation.
- Tell me about the best team you have been part of. What was your role within that team. How did it contribute to the success of the business.
- Can you recall a situation when you utilised the skills and resources of your team members to get something done. What was the situation and what did you do.
- Tell us about a time when you & another team member had a difference of opinion about an important work issue. What did you do.
- What does it mean to you to work in a team environment.
- Can you tell me about a time when you had trouble gaining support for an idea from a team member? What did you do. What was the outcome.
- Can you describe a particularly difficult management situation that you experienced with a staff member you have supervised. How did you approach the problem & what was the outcome.
- Give me an example of a situation where you were an active member of a team.
- Tell me about a time when you promoted the work of your team within the organisation.
- Describe the most difficult or challenging team of which you have been a part. What made the team difficult? How did you handle the situation?
- Think of a time when you helped others manage a difference of opinion. What was your approach and what was the end result?
- What was the most innovative thing you have done in recent times to motivate your team
- Who did your job last time you took an extended break and what was it like upon your return
- Describe a situation that best demonstrates your approach to working as part of a team?
 - What did you do?
 - How did you address differences or issues that arose in the team?
- We've all had to work with someone who is very difficult to get along with. Give me an example of when this has happened to you?
 - Why was that person difficult?
 - How did you manage the relationship?
 - How did you influence the person's approach?
- Describe how you have contributed to planning the team's work requirements and how that was translated to your individual performance?
 - What have you done to assess work priorities?
 - How have you raised improvement suggestions for the work area?
- Have you ever made a decision that impacted on other members of your team?
 - What was the situation?
 - How did you communicate this to team members?
 - What was the outcome?
- Tell us some examples of ideas you've presented that required your team's "buy-in". How did you modify your behaviour to influence team members' opinions?
- Tell me about a time when you've succeeded in gaining co-operation from someone who was initially resistant / difficult? How did you go about this?
- Tell me about a time when you have felt you contributed to a successful team project? What was your contribution? What was the outcome?
- Describe a time when you had difficulties working with a team? What happened? What did you learn?
- Give me an example of when you had to support others in a team? Why did they need support from them? How did this change things?
- Tell me about a time when you needed to get team members to work together?
- What did you do? How did the team respond to you? What would you do differently next time?
- What is your natural role in a team? What is an example of your success in this role? Have you recently tried to assume a different role within the team environment?
- How much consideration to other people's feelings, ideas and thoughts do you normally give?
- What has teamwork achieved for you in the past?
- Can you give an example of when you helped other team members achieve their goals at the sacrifice of your own time and effort?

Behavioural/ Competency Based Question Samples

- Can you tell me about a situation where you had to work with a group to get a job done? What was your contribution? Please describe the outcome.
- Tell me about some of the toughest groups that you have had to get cooperation from. What did you do? Did you have any formal authority?
- How often do you attend meetings with your peers? What role did you play in the last meeting?
- What are some of the most difficult one-on-one meetings that you have had with other members of your company? Why were they difficult?
- Tell me about a time when you got a group to do something?
- We've all had to deal with difficult people. Give me some examples of when this happened to you. Why was it difficult? How did you handle it?
- Tell me about the best team you have worked in? Why does it stand out positively in your mind?
- Tell me about a new policy or idea you recently implemented which was considered different from the standard procedure. What approach did you take to get others to go along with the idea?
- Give me a situation where you have had to influence a group of people to do something? What did you do to get what you wanted from the group? What were the satisfaction and disappointments?

Flexibility

The ability to positively adapt to and work effectively within a variety of situations, and with various individuals or groups. Flexibility entails understanding and appreciating different and opposing perspectives on an issue.

- Give me an example of a time when you needed to change your plans because things had not gone as planned.
- Tell me about a time that you had to work under intense pressure, due to changing circumstances.
- Tell me about a time when you had to alter your normal style.
- Discuss a time when you anticipated a future change and actioned upon it.
- Describe a situation where you wish you had acted differently with someone in your workgroup. What happened?
- When you are making business decisions relating to clients, how much consideration do you give to your support teams, opinions, ideas and feelings?
- Tell me about a time when you deviated from your scheduled roster/diary/agenda. Why did you make that decision? What impact did you have on the business?
- Please describe a situation when you have been forced to take a different course of action or a different direction as a result of a more favoured opinion. Please describe the situation.
- Please describe an example of when you have displayed flexibility and adaptability in the workplace.
- Describe a situation in which your initial attempt to gain someone's support and co-operation failed? Did you try again? What was your approach?
- Which bosses have you worked for most effectively and why?
- Tell me about some situations in your job where you had to abruptly change what you were doing. What did you do? How did it affect you?
- What kinds of problems did you run into switching from position (contract work)?

Adaptability

Works comfortably and effectively in an environment of ambiguity or change; is receptive to new ideas and responds to workplace changes with flexibility and optimism.

- Describe the most uncertain environment that you have worked in. What made it so uncertain and how did you respond to that.
- Describe a situation that required you to work under pressure. What did you do to maintain a high level of productivity.
- Outline a situation where you identified an area for change within your department. How did you go about implementing the change and what was the result
- Describe a time when you worked on a project or task where the priorities or guidelines was continually changing. How did you manage the situation.
- Tell me about a time when you received constructive feedback from your manager. How did this affect your future performance.

Leading and Developing People

Inspires others to excel by clearly communicating business values and direction, recognising good performance and providing managerial support. Develops the potential of others through coaching and development opportunities to build organisational capability for the future. The ability to create a shared understanding of requirements in the work environment and through influence, enable team members to fully contribute to team and corporate goals.

- Everyone has areas of development or improvement. Can you provide an example of when you have identified a development need of one of your team members. What did you do to overcome this. What was the outcome.
- Tell me about a time when you were required to communicate a vision to the team. How did you go about communicating this information and how was it received.
- Describe a time when you supported a team members decision to take on extra responsibilities. How did you support them. What was the outcome.
- Tell me about a time when you had trouble encouraging your team members. How did you turn the situation around.
- Tell me about some of the obstacles that have threatened the success of a team. What steps have you taken to overcome these obstacles.
- Tell me about a time when you were tasked with improving the performance of a staff member who did not perform to organisational expectations. What was the situation. What did you do. What was the outcome.
- When did you last find you could have offered more to an employee in regards to their coaching and mentoring in a new responsibility
- Describe a specific situation that best demonstrates your ability to effectively develop and lead a team?
 - What did you do?
 - What difficulties did you encounter and how did you overcome these?
 - How did you measure the success of the team?
- Tell me about a time when you had to manage a conflict between individual and team needs/aspirations and how you went about obtaining cooperation from?
 - Did you have any formal authority?
 - What did you do?
 - What was the response?
- What is an example of a difficult one to one meeting you have had with a team member?
 - Describe the situation?
 - How did you handle it?
 - What was the end result?
 - What would you do differently next time?
- Can you describe a specific situation where you were the member of a team and had to take the lead to ensure results were achieved?
- Have you ever had to lead a team of people from different work areas (cross-functional) as part of a project, even if the staff did not formally report to you?
 - What did you do to get what you wanted from the group?
 - What were the achievements and disappointments?
- What do you do to set an example for your team members? When was the last time you saw a team member emulate your example?
- What happened when you last had to look after a poor performer in your team? How did you initiate the discussions towards solving the issue? What actions did you take to deal with the situation? What was the outcome?
- Have you ever made a decision that was unpopular with the team? Please explain how you handled it.
- Please provide examples of how you motivate your team. Please provide an example of when a specific motivator has been put in place and achieved and outcome.
- How do you keep track of how your team is doing?
- What have you learned about leadership since you have been managing people?
- With a demoralized team how do you go about lifting the spirit and performance of that team? Please provide examples.
- Can you give an example of when you have had an outcome to be achieved and you encountered negativity and criticism from your peer group. How did you handle that and what was the result.

Behavioural/ Competency Based Question Samples

- Can you tell me about a time when you have had to deliver unfavourable feedback? How was it received? What was the result?
- What is the most difficult management issue you have had to face in your careers?
- What is the most satisfying result that you have achieved in your management career?
- Please provide an example of when you have had to get around an obstacle in order to achieve an outcome.
- Which part of your management role do you find the most tedious? What did you do to overcome this and ensure that you undertake it with diligence?
- What processes do you go through to review your staff? Is it formal or informal structure? How often are they reviewed?
- Describe to me a time when it has been your responsibility to take charge and coordinate a group of people. Tell me about the surrounding circumstances. How did you organize your team? What was your management style? Discuss your objectives and the outcome.
- Tell me about a time when you had to give tough feedback to a team member.
- Give me an example of a time when you stood up for something you believed in which was controversial.
- Tell me about a time when you took a leadership role of a group in a difficult situation?
- Tell me how you ensured your team was aligned to what you wanted to achieve? Give me a specific example of how you have gone about giving your team a sense of purpose.

Developing Others

Involves a genuine intent to foster the long term learning or development of others with an appropriate level of need analysis and other thought or effort, the focus is on developmental intent not just training.

- Think of your last new hire. What steps did you take to get him/her orientated to the job/work environment?
- Tell me about a time when you “raised the bar” of expected performance for an employee or group of employees.
- Tell me about a time when you noted an employee’s morale and commitment significantly decrease over time. Describe what you did in this situation.
- Think of a situation where one of your employees made a significant mistake. Describe how you addressed this situation.
- Discuss a situation in which one of your employee’s performance was unacceptable. How did you address the situation?
- Describe your developmental approach with a particular employee. How did you determine the individual’s developmental needs?
- Think about an employee who has received at least one promotion while working for you. Describe your role in this individual’s development.

Problem Solving, Decision Making and Judgement

Effectively diagnoses problems and thoroughly analyses information to guide decision making. Evaluates and assimilates critical information when reaching conclusions and makes logical competent decisions.

- Tell me about a time when you were faced with two equally attractive solutions to a problems. Take me through how you came to your decision.
- What was the toughest decision you ever had to make. Why was it so tough.
- Tell me about a situation where you had to act on a problem or project with very little direction.
- Tell me about a time when you had to analyse the pros and cons of a situation before making a decision. What was the result.
- Tell me about a large or complex project that you have managed. How did you go about it and what was the outcome.
- Tell us about a difficult decision you have made in your work life. How did it work out?
- Tell us about an example of a time when you had to be relatively quick about coming to a difficult work decision. Did you feel comfort with the way you handled it & with the outcome?
- Tell us about a complicated work problem you have had to face where there were many factors to consider. What were those factors & how did you approach the problem?
- Please outline a time when you were working to a tight timeframe that could not be moved and then something out of left-field came along that caused some roadblocks. What was the situation. What did you do. What was the outcome.
- What methods have you used to encourage staff to continually identify and report problems and possible solutions
- We have all made decisions that perhaps could have been better thought out. Describe some work decisions you have made that you wish you could rethink.
- When you are faced with a new problem, how do you identify what are the key issues? Can you give us an example of when you used this method? What did you do once you had decided what issues to address?
- Please describe a difficult problem you have recently been confronted with at work and how you handled it.
- Tell me about a time when you were able to anticipate a problem. How did you know the problem was likely to occur? What did you do? How effective was your action?
- Please describe a complex problem which you solved recently for a customer? What made it so challenging? How did you handle it? What was the outcome?
- Tell me about when you have had to identify the key cause of a problem. How did you work out the cause? How did you solve the problem? What lessons did you learn?
- Give me a recent example of when you came up with different solutions to a problem. What did others think of your ideas? How well did they work in practice?
- Tell me about a recent situation in which you had to be totally objective when reaching a decision. What were the facts you had to review? How did you weigh the different pieces of information? Looking back what did you think of your decision? What sort of information did this involve? How did you analyse it? What did you learn from the analysis?
- Give me an example of a good decision you have made recently? What alternatives did you consider and why was it a good decision?
- Describe the last time you made a difficult decision on the job. What facts did you consider? How long did you take to decide?
- Describe the biggest work related problems you have faced in the past six months. How did you handle them?
- Often in a work environment problems arise where initially no solution is apparent. Describe for me an occasion where you had to think outside of the square to solve a predicament. How successful was your solution? If you had not come up with a solution describe what the outcome would have been. Describe the time limitations involved in this predicament. How would you do it if a similar situation rose again.
- Can you give me an example of a good decision you have made in the last few months? Why do you feel this was a good decision?
- Can you think of a particularly difficult decision you have had to make recently? How did you go about making it?
- How much time do you spend weighing things up before making a decision? Please describe the last time you feel you spent too much time making a decision. Please describe the last time you feel you spent too little time making a decision?
- What time constraints are typically imposed on you in your decision-making role currently? Have you sought to address this situation in any way?

Behavioural/ Competency Based Question Samples

- When have you relied on hunches in decision making? Please provide an example.
- What are the most difficult areas of decision making in your current job? Could you walk me through one of these as an example?
- What is an example of when you have had to make a hard and commercial decision?
- What is an example of when you have had to take a calculated risk?
- What is an example of a decision that you have made that indicates that you understand business in the “real world”? Please provide an example which would indicate your commercial/business intuition.
- What is an example of a recent work activity that would indicate your ability to look beyond policies, rules and regulations in order to create a commercial result?
- What is an example of a situation where instead of sticking to the book you went against policy, out on a limb to achieve results and how did you sell it to management?

Detail Orientation and Methodical Work Practices

- Describe the methods you use to control errors in your work. When was the last time these helped you?
- Tell me about the last time you found errors in your work? What caused these errors and what did you do?
- In your experience have you noticed any process or task that has been done consistently incorrectly? How did you notice? How did you fix it?
- When times are busy how do you prevent items from slipping through the cracks? When was the last time something slipped through the cracks? What did you do to fix it?
- Please describe an example of when your detail orientation has worked to your advantage?
- Please describe an example of when a more methodical approach has served you well.
- Tell me about a time when you had to undertake a complex task or project. What was it? How did you go about the task or project, overcoming the complexity? What was the outcome?
- We've all had occasions when we were working on something that just “slipped through the cracks”. Can you give me some examples of when this happened to you? Cause? Results?
- Describe your system for controlling errors in your work.
- Can you give me some examples of times when you found errors in your work? Causes? Results? How did you handle this?
- We've all had times when we just couldn't get everything done on time? When and why has this happened to you?
- We all have experienced situations when due to the pressures of the day we have little time to allocate to each individual task for the day. Describe the last time this happened to you. What implications did this have on the quality of your work? How did you ensure that the task was done properly? What would you do differently in the future.

Planning and Organising

Establishes action plans and schedules for meeting departmental priorities. Assigns responsibilities, allocating resources and coordinating the activities of self and others to meet objectives efficiently and effectively.

- Outline an example of a situation when you had a particularly challenging day ahead of you and something unexpected came up which was also a priority. How did you handle the situation?
- Give me an example of a time when you have followed a task through from beginning to end and what steps did you put in place to ensure this was successful.
- Explain a time when you had conflicting priorities and how you managed the situation.
- Can you describe an example of where you have delegated a task to a team member. How did you go about it and what was the result.
- How do you make sure you meet your deadlines? Can you give us an example?
- The Administration Officer is the focal point for dissemination of information to the academic & general staff. This may entail things like changes to academic regulations or School Board agenda closing & meeting dates. Can you tell us what methods you find most useful for disseminating information to staff?
- Give an example of a situation where you were not able to meet operational requirements. What would you do to improve the situation next time & what management skills did you learn in the process?
- Please describe what strategies you've employed in planning & managing customer service with particular reference (where possible) to an educational environment. How did you measure the success of your outcomes?

Behavioural/ Competency Based Question Samples

- Tell me about a time when you have had to shortcut procedures in order to complete a task/project to meet a deadline
- Tell me about a time when you've had to meet scheduled deadlines when your work was being continually disrupted? What caused you the most difficulty, and why? How did you overcome this?
- Can you provide an example of when you were responsible for a project which involved you in devising a plan and executing it successfully?
- Can you tell me about a time when you felt you had to juggle a number of tasks to achieve your outcome? What specifically did you do? What was the result?
- How do you schedule your time? How do you keep track of what you have to do each day/week?
- Can you describe a time recently when you had conflicting demands on your time? What did you do?
- What is a typical working day or week for you? What tools or methods do you use to plan?
- Tell me about the most complex project you have had to plan or co-ordinate.
- How have you improved your personal effectiveness over the last few years?
- We all have times when we come across unexpected problems which disrupt our plans, describe the last time this happened to you. To what extent had you anticipated that problems in your plans may occur? How did the problem affect your priorities for that day? How did you find out about the problem situation? What steps did you take to rectify it? What, if anything would you differently next time to stop this occurring again? Tell me about the days outcome.

Drive for Results / Action Orientated

Sets high performance standards and pursues aggressive goals. Strives for constant improvements, takes responsibilities for achieving business results and perseveres despite obstacles.

- Can you recall a situation where you set high performance expectations for you and your team. What was the situation and how did you go about meeting these expectations?
- Describe a situation where you had to focus to achieve a desired outcome
- Tell me about a situation where you had to act with a sense of urgency. What did you do and what was the result.
- Tell me about a time when you have gone above and beyond the call of duty.
- Tell me about a situation in which you had to cope with a particularly demanding task. What did you do to ensure you coped? How did you feel? How often do you get asked to achieve difficult goals?
- Tell me about a time when you were especially motivated? What most strongly motivates you to work hard? How does this show itself? What de-motivates you?
- Describe a recent opportunity you have had to take on new responsibilities? How did the opportunity arise? What were these new responsibilities? What was the outcome?
- When was the last time you learnt a new skill at work? What was this skill? How did you apply your learning? What feedback did you receive about your performance?
- Give me an example of when you set yourself an ambitious target. What made it so ambitious? How did it compare with other targets you had set yourself? How well did you do?
- Tell me about the last time you exceeded your personal targets. By how much did you exceed them? How did you manage this? What has happened since then?
- How important is it for you to complete tasks once you have started them? How do you feel when you are unable to complete a task?
- How do you respond to setbacks and obstacles when you are trying to achieve deadlines? Please provide an example of when you last experienced this.
- When was the last time your patience was genuinely tested as a result of frustration in being unable to achieve a set objective? What happened? How did you feel? What was the outcome?
- When have you given up on a task? Why? After what timescale do you regret the decision?
- What is the best example you can think of a strong result in your recent work life?
- We all find making decisions difficult at times, tell me about a work situation where you found it hard to decide what should have been done. What made this so hard? What were the consequences of making a poor decision? What did you do? What effect did your decision of non-decision have?
- Have you ever been involved in a start-up situation? What did you do?
- How do you react in an emergency at work? Has there been a recent example of this in your work?
- What warrants your quick reaction at work?
- Please provide an example of when a situation at work has required immediate action?

Achievement Orientation

A concern for surpassing internal standards and achieving superior performance against external competition.

- Give me an example of a project you completed despite obstacles
- Discuss a project you were involved in that required a high amount of energy over an extended period of time
- Tell me about a time when it was necessary to take a risk or to reach a goal in a short period of time
- Describe a difficult work situation where you faced obstacles and succeeded
- What is your primary focus in the workplace?
- How do you see this role contributing to your future career plans?
- What are the major achievements you have been most proud of within your life?
- How do you know that you are doing a good job?
- In your recent career, what do you feel is your greatest achievement?
- All jobs have frustrations and problems. Describe some examples of specific job tasks or assignments that have been dissatisfying to you. Exactly why dissatisfying?
- Can you give me some examples of experiences in your current job that are most satisfying to you? Why are they so satisfying?
- What would be the best example of you giving a project or piece of work your absolutely best effort and being disappointed by the outcome? What would you do differently a second time?
- What steps have you taken in the last year to improve your own performance?
- Give me an example of when you worked the hardest and felt the greatest sense of achievement?
- Describe your involvement in a task or project that had to be done within an agreed timeframe and be of an excellent work standard.
- What are your standards of success on your job? What have you done to meet these standards?
- Tell me about a time when you weren't very pleased with your performance. What did you do about it?
- What do you consider to be the most important contributions your department has made to the organization? What was your role?
- In your position, how do you define doing a good job?
- What motivates/de-motivates you about your current job? How do you know when you succeeded?
- How do you cope with unrealistic objectives? What are your feelings? What is your strategy?

Quality Orientation

- What constitutes quality for you?
- Have you had any formal training in quality philosophies? If so, what type and when?
- How do you measure quality?
- How does your current role add to the quality of your organization? What is a recent example of where you have added to quality processes and policies in your organization?
- Give an example of when you had to have produced high quality work. Why did the work have to be of such a high standard? How did you ensure that these standards were met? What would you do to improve the quality of your work?
- What sorts of professional standards have you had to adhere to in the past? Why were they important? What difficulties did you encounter maintaining them? How did you ensure that others also complied with these standards?
- How did the standards which you set yourself compare to those of others? Which activities do these relate to?
- How do you elevate your performance? What feedback have you received from others about the quality of your work?
- Tell me about a time when you have set yourself high standards. What did you do to ensure that you met these standards? To what extent did you achieve these standards? How did you feel about the quality of your work?
- Give me an example of when time pressures prevented you from spending a lot of time on a task and attending to the required quality. What implications did this have for the quality of your work? How did you ensure that the task was done properly? What would you do differently in the future?

Behavioural/ Competency Based Question Samples

- Describe a time when you did not meet your usual standards for work. What alerted you to this? How did you overcome the problem? What were the long-term consequences?

Impact and Influence

Promotes ideas persuasively, shapes the opinions of others and overcomes resistance. Establishes influential contacts, builds consensus for action and negotiates mutually beneficial solutions to problems. Implies an intention to persuade, convince, influence or impress others to get them to go along with or to support the speaker's agenda. It is based on the desire to have a specific impact or effect on others.

- Tell me about a time when you influenced or shaped the opinion of a colleague or manager. How did you go about it and what was the outcome.
- Describe a time when you requested assistance from another department to successfully complete a project or task. How did you get them to work with you and what was the outcome.
- Explain a situation where you were able to negotiate with or persuade a colleague or team member to a difference train of thought.
- Describe a time when you had to adapt your position to overcome resistance to an idea you had put forward.
- Can you recall a situation where you established a partnership with another stakeholder to achieve a mutual goal. What was the situation and what steps did you take to ensure the partnership was effective. What was the outcome.
- Tell me about a time when you had to "sell" an idea or approach, either to someone in your organisation or to a customer. How did you do this and what was the end result?
- Tell me about a time when you used data, information or feedback to defend an idea to your boss.
- Describe a situation where you convinced an employee to alter his/her behaviour. How did you do this?
- Tell me about a time when you used others to help promote your idea.
- Tell me about the last time you persuaded someone to your point of view. How did you put over your ideas? What kind of agreement did you reach? On reflection what would you do differently next time?
- Give me an example of when you had to respond to a customer's objection and you were able to convince them of the required solution.
- Describe a situation when you were unable to persuade a customer around to your point of view. What did you do? What feedback did you get about your approach?
- Give me a recent example of when you negotiated a successful outcome? What did you negotiate? How did you win the person around? How did you know that they were really convinced?
- Give me an example of when you have had to respond to a customer's (someone's) objections? What were their objections? How did you challenge their views? How effective were you?
- What are your strengths in terms of influencing people? How often do you find yourself influencing others? How do you compare to others in this area? What could you do to make yourself more effective at influencing others?
- Tell me about the last time of influencing people? How often do you find yourself influencing your opinion? How did this contrast with the Group's original position? What were the key things that you did which persuaded the Group?
- What are some of the best ideas you ever sold to a superior or peer? What were your approaches?
- Can you tell me about a time you had to approach several individuals for support or co-operation? What was your approach? What was the outcome?
- What are some of the best ideas you have ever sold to a superior/peer? What was your approach?
- Describe a major issue that you have had to fight for? How did you go about it? Why was it important to you?
- Give me an example of a situation where you have had impact and been able to influence a group of people to do something.
- Describe your involvement in a task/project with a tight timeframe and of high standard. What was your specific involvement? What was the outcome?
- Tell me about a recent time when you persuaded someone to do something which they were initially reluctant to do? What were their initial objections? What different methods did you use to convince them (discussion, demonstration, adaption of language for a reward system)? What was the outcome.

Implementation

Has a clear view of what is required and takes action and responsibility to deliver it. Takes initiative to meet and exceed job requirements. Meets deadlines and commitments and ensures that tasks and projects are completed as required. The establishment of clear plans for self and others so goals are met and achieved to desired standards.

- Think of a time when you had to make scarce resources available to others to facilitate the achievement of a corporate goal, how did you manage the resource issues and what was the outcome?
- Tell us about a time when you had to adjust your committed operating plans to reflect changing priorities and still achieved your key-operating goal. What was the goal and what was the impact on your team/resource utilisation?
- Think of a time when you worked in an area or division where there were low levels of planning, how did you gain an understanding of the operating needs and communicates these to the team.
- Tell me about a time when you failed to meet a deadline. What stopped you from meeting the deadline and what would you do differently next time.
- Tell me about a time when you had to stay positive to get a project completed despite obstacles. What was the outcome.
- Can you tell me about a time when you've had a task to do but didn't have enough time to do things properly. What did you do to overcome this. What was the result.
- Tell me about the most ambitious goal that you've set for your department. How did you go about achieving this goal and what was the result.
- Can you describe a time when you faced a setback or obstacle whilst completing a task or project. What did you do to overcome it and what was the result.

Strategic Orientation

The ability to link long-range visions and concepts to daily work. At the lowest levels, it includes simple understanding of strategies; at the highest level it is a sophisticated awareness of the impact of the world at large on strategies and how in turn that affects choices.

- Tell me about a time when management had to change a plan or approach you were committed to. How did you feel and how did you explain the change to your staff.
- Tell me about a time when morale was especially low in your department. What did you do to try and fix it. What was the outcome.
- Describe a situation where you had to lead a group through a significant change. What did you do to help them through the process.
- Tell me about a time when you encouraged innovation from your team. How did you do this and what was the result.
- Tell me about a time when you lost a key person in your team through a resignation or redundancy. How did you manage the workload in their absence. How long for. What was the outcome.
- Could you please run me through the processes you go through to put together a strategic plan?
- Could you give me a specific example of a strategic plan that you have put together successfully in the past?
 - What were your specific responsibilities?
 - What was your level of ownership?
 - What was the outcome of the planning exercise?
 - What decision was made?
 - Who made the decision?
 - Who measured the success of the strategic plan?
- What are some of the most difficult or complex directives you have ever had to implement? Explain how you approached the task.
- Describe a situation in which you had to translate a superior general directive into specific goals. How did you do this and what goals did you establish?
- What are some of the most innovative strategies or methods you have used in implementing superior directives?
- What organizational systems (control compensation communication accounting) have you implemented to support organizational strategies?

Organisation/Political Awareness

The ability to understand and learn the power relationships in ones own and or other organisations. The ability to build relationships across the organisation in order to establish credibility or help influence decisions. Networking in this context refers to the importance of internal relationship building with key individuals who can provide important information and resources needed to accomplish key objectives.

- Tell me about a time when needed to understand a complex set of external power relationships to gain an organisational goal?
- Tell me about the last time that you anticipated how a stakeholder would react through your knowledge of their issues, how did you understand their issues and what was the outcome.
- Tell me about a time when you needed to build an unlikely alliance to achieve a long-term goal? Who were the stakeholders and what was the outcome.
- Tell me about a time when you needed to build credibility and trust with a colleague or manager in order to develop a relationship with him/her. What was your approach to earning his/her trust and confidence?
- Think of a relationship that you have maintained with a colleague or manager that has been difficult.
- Tell me about the last time that you leveraged one of your internal relationships in order to accomplish a business-related goal.
- Tell me about a time when you needed to “get others on board” in order to accomplish a work-related goal. How did you go about doing this?
- Describe a situation where you needed to build internal support for an idea or initiative that you were attempting to get accepted within Resitech. Whose support did you target and how did you gain their assistance?

Negotiation

Includes direct involvement with brokers, others of influence, information owners or other stakeholders, aims at reaching mutual understanding.

- Think of a time when you were leading a meeting and there were issues that lead to conflict, how did you handle this conflict and what was the outcome?
- Tell me about a time when you used evidence to provide feedback to members of a team about their suggestion or work.
- Tell me about a time when you were able to bridge a gap with other stakeholders and negotiate a win win outcome.
- Think of a situation where one of your immediate goals was compromised but a longer-term goal was facilitated by agreeing to others outcomes.
- Tell me about a time when you have had to negotiate with a supplier to get a better price for a product
- What are the toughest negotiations you have ever been involved in? Please be specific with your examples. Why were they tough? What were the outcomes?
- Please provide me with an example of when a negotiation did not result in a win/win situation for both parties. Why not? What was the outcome?
- What has been the most satisfying win/win agreement you have negotiated? How did you create this agreement? What did you learn from this?
- How would you describe your negotiation style?

Conceptual Thinking

The ability to identify patterns or connections between situations that are not obviously related and to identify key or underlying issues in complex situations.

- Tell me about a complicated problem that you recently addressed at work. How did you go about solving it.
- Discuss a recent work situation in which you saw connections that others missed. How did you make these connections. How did you communicate them to the team.

Resilience and Tenacity

The capacity to handle frustration and disappointment or rejection while maintaining effectiveness and staying with the goals through to achievement.

- Think of a time when you had a major setback to one of your favourite projects, how did you see your way around these obstacles and reach your goal?
- Can you think of a time when you needed to increase your personal efforts and commitment to reach a goal and get others to commit more resources or make greater levels of personal effort or more available to achieve your goal.
- Can you think of a time when you needed to confront others about non delivery that affected a key project of yours, this non delivery meant that your own time and efforts would have to change to achieve the outcomes.
- Can you think of a time when you have had to reapply yourself to other priorities/projects due to external or internal factors despite significant personal effort/commitment to current projects/goals?

Integrity

Actions are consistent with what one says is important, that is “walks the talk.” Communicates intentions, ideas and feelings openly and directly, and welcomes openness and honesty, even in difficult situations.

- Describe a time when you had a sensitive, work-related message to communicate to a colleague or customer. How did you handle the situation?
- Tell me about a time when you chose to act in accordance with your beliefs despite others' disagreement.
- Tell me about a time when you chose to act in accordance with your beliefs despite potentially difficult results.
- Describe for me a time when you took the action you felt was right although the result may not have benefited you or may have even caused you difficulty.

Continuous Improvement & Initiative

Initiative refers to the identification of a problem, obstacle or opportunity and taking action to make best use of it. It is being proactive and not just thinking about things. A proactive approach applied to the identification, analysis and exploration of opportunities that have the potential to improve the outcomes and performance of a specific work area or the organisation

- Tell me about a time when you were successful with a customer who had an unusual problem.
- Think of a time when you had to react quickly to a situation or ‘think on your feet’ in a crisis. How did you react and what was the end result.
- Describe a situation where you had a difference of opinion with a manager or customer about the issues at hand. How did you handle the situation.
- Think of a time when you were working on a new project which you had limited experience or background. How did you approach the situation and what was the end result.
- Can you think of some projects or ideas (not necessarily your own) that were sold, implemented successfully, primarily due to your efforts?
 - What was your role?
 - What was the outcome?
- What changes have you tried to implement in your area of responsibility?
 - What have you done to get them underway?
- Describe a situation in which you found your results were not within budget or up to the organisation's expectations.
 - What did you do to rectify the matter?
- Give me some examples of when you have done more than required in your job?
 - How did you identify the need for this?
 - What specific strategies did you develop?
 - What was the result?

Behavioural/ Competency Based Question Samples

- Can you think of a situation you had to handle in which previous solutions didn't work?
 - What did you do to handle it?
- Can you think of a change in your work area that your peers would recognise as resulting principally from an innovation you developed?
- What kinds of problems have you recently been called upon to solve?
 - Tell me about your contribution to solving them?
- How much opportunity for innovation and imagination is there in your present position?
 - Why?
- Tell me about a new policy or new idea you recently implemented which was considerably different from the standard approach?
 - What was the idea?
 - What approach did you take to get others to go along with it?
 - What was the result?
- Have you found any ways to make your job easier or more satisfying?
- Have you made any suggestions to your supervisor for ways to improve things?
- What did you do to prepare for this interview?
 - Tell me about the last time you had to take responsibility for your own actions. What had you done that made you take the responsibility for? Why was this so important? How did you stand up for yourself?
- Describe the last time you had to make a spur of the moment decision. Why did it have to be made so quickly? How did your decision affect others? What would you do differently if you could do it again?
- Give me an example of when you had to work without any guidance. Why was this? How did you cope? What feedback did you receive?
- Describe an occasion when you took responsibility for making a key decision. What was your decision? How and why did you defend your position? What was the possible impact of a poor decision?
- Tell me about a time when you referred upwards for help. What was the background? Why did you need help? To what extent do you seek advice in this area?
- Give me a recent example of when you showed initiative? What were the circumstances? In what way did you show initiative? What resulted from the initiative you took?
- How much autonomy do you have currently? How much autonomy would you like to have? How do you like to be managed? Who is your main support at work?
- Describe a situation of when you have had to accept without questions what your boss has asked you to do? How did you feel? What happened?
- Give me some examples of new ideas that you developed in your current organization.
- Tell me about a recent situation that involved you personally dealing with major last minute changes in schedules or deliverables? What did you do? What was the result?
- What changes have you tried to implement in your areas of responsibility? What have you done to get them underway?
- Give me some examples of you doing more than required in your job.
- Tell me about some projects you generated on your own.
- Describe your involvement in a task or project that had to be done within an agreed timeframe and be of an excellent work standard.
- Describe a situation in which you found the results were not up to budget/company expectation. What did you do to rectify the matter?

Communication Skills & Interpersonal Understanding

Implies wanting to understand other people. It is the ability to accurately hear and understand and accept others' styles, personalities and points of view, and to show sensitivity to different organisational cultures and how they influence individual approaches to people and work. The ability to effectively transfer ideas, concepts and information. The ability to create, maintain and enhance relationships with clients and staff in order to achieve work goals.

- What examples can you offer of instances where you have drafted correspondence, minutes, reports? What software did you use. How did you lay the document out?
- Can you tell me about the most detailed report you have written and how you went about it. Who was the audience. How long did it take.

Behavioural/ Competency Based Question Samples

- At CSU we have quite specific goals we need to achieve. Can you tell me about a time when you had to communicate those goals to your team to gain their support and commitment.
- Describe a situation where you developed a relationship with a new colleague or customer.
- Describe for me a time when you disagreed with a colleague on a particular issue. What was your approach to the situation?
- Tell me about the last time that you needed to communicate a difficult or complex message to a colleague, customer, or your manager.
- Tell me about a time when you utilised your knowledge of another person's point of view in order to communicate with them more effectively.
- Comparing your last two managers, who did you prefer from a leadership perspective and why
- What kinds of written material have you developed? Can you give me some examples? (follow up one example)
 - How did you approach it?
 - Tell me about the content and the results that it achieved?
- What different approaches do you use in relating to different people?
 - How do you know you are getting your point across?
- What are some of the more complicated kinds of ideas/concepts you have had to explain?
- Have you ever done any public or group speaking? Examples?
 - How did you prepare?
 - Were you nervous and how did you deal with this?
 - What were your objectives?
 - Were you successful?
 - What format did you use?
 - What were some of the questions you were asked?
 - Did you have to side step any questions?
 - What kind of feedback did you get?
 - Can you give me another example?
- Sometimes a colleague or customer will waste your time at work.
 - Tell me about a similar situation and how you handled it?
 - What did you do?
 - What was the result?
- Describe a situation with someone at work that in hindsight you would have dealt differently?
 - What did you do?
 - What happened?
- Describe your most recent discussion with a team member who was having or causing problems?
 - How did you get involved?
 - How did it turn out?
- How have you related a decision to stakeholders knowing that the outcome was likely to receive little support or potentially be criticised?
 - How did that make you feel?
- Describe a situation in which you negotiated with others in the organisation for the use of limited resources? OR Tell me about a presentation you have prepared or given to superiors, subordinates, or peers?
- As you can see from the Position Description, this position requires liaison with staff at different levels of seniority. Can you describe a time when you have had to liaise with staff at different levels? What was the project? What was the outcome?
- Please describe a situation where you chose to involve others to help solve a problem. What was the problem and how did your action help?
- How do you go about developing rapport with customers, suppliers, people from other parts of the organisation etc?
- We all work at times with people whom are hard to get along with. Tell me about a time when you found yourself having to work with a particularly difficult person. How did you handle it?
- Tell me about a time when you've had to persuade someone to accept your point of view or proposal?
- What steps do you take to ensure clients comprehend the information provided by you?
- Can you tell us an example of when you had to provide an *instant* response which required you to think on your feet in a situation that really counted?

Behavioural/ Competency Based Question Samples

- In this role, relationships internally and externally will be vital. Describe how you go about establishing and building relationships and if there is any difference in style required for different client groups. Why?
- What experience have you had in tailoring and developing a training program and in the delivery of that program?

Listening Skills

- When someone is speaking to you how do you ensure that you understand what they are saying?
- What do you look for in a good listener?
- How do you rate your own listening skills? Why?
- Please provide an example of when your listening skills have let you down?
- Please provide an example of when you have demonstrated strong listening skills?

Holding People Accountable

The willingness to monitor performance and hold people accountable for stated performance objectives and standards.

- Discuss how you have recently evaluated an employee's performance. What was the basis for your evaluation? What standards did you use?
- Describe a time when a colleague/subordinate did not resolve a problem to your satisfaction. How did you address the situation?
- Tell me about a time when you needed to confront an employee regarding his/her performance. Discuss the meeting and how things turned out later.
- Discuss specific actions you have taken to hold individuals accountable for a critical project/goal.
- Most of us have assigned work to other people, and they didn't do what was intended. Can you tell me about a time when this happened? Can you explain why it happened? (*Look for unclear instruction, assignments to inappropriate person, or lack of due dates*). What did you learn from this experience? What did you do address the problem? What was the outcome?

Cultural Awareness

Understands and takes into account the global nature of the business. Works effectively with colleagues from different view points, cultures and countries.

- Tell me about a time when you were sensitive to a customers' cultural needs. What did you do and what was the result?
- Can you provide an example of a time when you made your team aware of a culturally sensitive issue. How did you go about it and what was the result?
- Can you recall a situation when you adapted your behaviour to meet the cultural needs of a team member? What was the situation and what was the result?
- Tell me about a global situation that has impacted on your business. What was the situation and how did you adapt?

Behavioural/ Competency Based Question Samples

Specific Skills

Attention to Detail

- Can you give me an example of when you have needed to ensure your work was performed accurately. What was the work and why was it so important. What steps did you have in place to ensure accuracy?

Ability to Learn

- Can you tell me what new things have had to learn in your past job? How did you go about learning them? How long did it take you?
- Can you tell me about something particularly difficult that you have had to learn recently?

Proactive

- Please tell me about a time when you were in danger of missing a deadline. How did this come about? What did you do to ensure you met the deadline required? Did you meet the deadline and what was the outcome?

Responsiveness

- Tell me about a time you had to learn something new in a short time. How did you go about teaching yourself? Did you succeed?

Confidence

- Tell me about a time when you found yourself with little direction or guidance. What happened? What did you do to overcome the situation? What was the outcome?
- Give me an example of a work related incident/occasion where one or more of your strengths aided your performance. Describe your surrounding situation. What do you recognize as your strengths? Explain how your strengths aided your progress? How did your "limitations" impact in this situation? What did you learn from this situation?
- Describe a situation where you participated in a forum type gathering. Describe the gathering. What was the purpose of the gathering? What were the ideas you contributed? How comfortable were you in this situation?

Multitasking

- Tell me about a recent situation when you were faced with an excessive workload or competing priorities. What happened? How did you go about organizing yourself in that situation? What was the outcome?

Technical, including computing

- Can you tell me what software you are familiar with
- Can you give some examples of computer programs you have used & how effective you have found them
- If you have a look at this document, can you tell me which program you would use to redraft it. If you had to change the <font, header, background, picture> how would you go about it.
- What are some of the latest developments in information & communication technology that you have applied to adult learning

Project Management

- Can you tell us about a project you have worked on in a project team. What were the benefits you gained from working within a project team rather than independently. What did you contribute to the project(s) How did your contribution lead to a successful outcome
- Can you tell me about a recent research project you have worked on?
- When working in a project team, what were the potential sources of conflict that you encountered and what did you do to deal with that situation.
- Can you tell me about a project that you had to manage. What resources did you require and how did you go about getting them (budgets, equipment & human resources).

Behavioural/ Competency Based Question Samples

- Can you tell us about a project and the quality indicators you considered
- Tell me about a project you were involved with that you were unable to complete because you had an offer from another organisation that was too good to resist
- Tell me about a project you were involved with that you saw through to the end and as a result missed out on a huge opportunity elsewhere
- Tell me about a time when you found it difficult to be motivated near the end of a project
- *"We want someone who can set and achieve tough deadlines...."*
 - Please tell me of the last three projects you have worked on and your role in each
 - Please share with me the status of Project X – did this project come in on time and in terms of cost estimates was it within the budget for the project
 - What was your role in putting the initial project plan together
 - Tell me about a project which you have worked on from a feasibility study stage
 - Share with us a project you worked on which dramatically fell behind schedule, what were the reasons, when did you notify management that the plan needed to be modified
- Can you tell me about a time when your company's project management guidelines or procedures were unrealistic
- Tell me about any projects that you needed to finish prior to completion, due to lack of company understanding
- Describe the most satisfying project you have worked on and why
- Describe the least satisfying and why
- What is your experience with project management software – advantages/disadvantages
- Tell me about the best project team you have ever managed and why
- Can you tell me about a project where team members consistently disappointed you
- Can you tell me about a project team you had to manage who had very little experience in project management. How did you manage the team. How did you inform them/provide them with the skills they needed
- What methods have you used to keep motivation high amongst your team members

Financial awareness

- Can you tell us about a time when you've had to manage a budget. What was it for. How did you ensure you achieved maximum financial productivity from that budget.

EEO, EH&S, Protocols including Privacy, Copyright

- Can you tell me about what experience you have had in regards to occupational health and safety.
- Can you tell me about what experience you have had in regards to equal employment opportunity. How have you ensured that it has been applied to your work area. Why do you believe this is important.
- Describe a situation when you noticed that a task was being done unsafely or some process that created a safety hazard. What did you do?
- In your experience what is your understanding of the Privacy Act 1988 (Cth) Privacy & Personal Information Protection Act 1998 (NSW). How have you applied this in your previous position.

ACADEMIC QUESTIONS

Research

- What examples can you provide of having been a member of a successful research partnership involving other disciplines or partners external to a university?
- To what extent has your research activity been enhanced by attendance at international conferences?
- Could you describe, giving examples, your contribution to the training and development of early career researchers?
- What has been your role in providing supervision of researchers and post-graduate students?
- Could you describe, giving examples, how your current research impacts or informs your current teaching practice?

Teaching and Learning

- Course / Subject Objectives - Can you describe, drawing on an example from your teaching experience, the generic capabilities a student could acquire from one of your courses, together with any discipline specific capabilities?
- Assessment – Using examples, can you demonstrate what you believe the purpose of giving students feedback about their performance to be?
- Teaching & Learning - Are you able to provide an example of how you have provided students with an opportunity to be involved in the structuring of their own learning experiences and to take responsibility for their own learning? OR Can you give examples showing how you interact with professional colleagues for mutual benefit?

Other Academic

- Community Service / Engagement - To what extent have you contributed to the advancement of your discipline in the wider community? OR Can you detail instances, such as consultancies, or commissions, where you have provided expert advice or service to the community?
- Administration / Management - Are you able to give any examples of where you have positively influenced the activities of others in helping them to achieve their goals, through professional collaboration or undertaking a mentoring role for example? OR What evidence can you offer of undertaking administrative responsibility eg as a leader of team of staff or through membership of committees?

See also (sections)

- **Building Partnerships/Relationships & Networking**
- **Teamwork and Cooperation**
- **Communication Skills & Interpersonal Understanding**

Presentations

Examples of presentation topics include:

1. The Vice-Chancellor has asked the Division to nominate two key performance indicators which can be included in next year's University Strategic Plan that would convincingly demonstrate that the Division's strategic planning process is working. What two would you suggest and why?
2. What the candidate understands the role and responsibilities of the (position title) to be:
 - What they see as the key challenges and opportunities of the role in delivering a range of services to the University and Faculty;
 - What values, strengths and experiences they would bring to the role
3. *What is your vision for a (state particular program) for a University?* (include any type of program that applies to your position)
4. Provide the candidate with a policy statement and ask them to describe the key points of the policy statement which would be relevant to considerations by the Senior Executive Group of the University, providing advice on implications, strategies and outcomes.
5. If the position involves developing a program:
 - *If you were asked to design such a program, what characteristics do you think it should have? How would you go about designing and getting approval for such a program? What barriers do you think you might encounter in putting forward such a plan? What would you do to resolve any problems you encountered?*
6. If the position involves any issues/conflict between customers and service providers:
 - *If you were the head of the Centre how would you attempt to resolve such difficulties? What action would you take if the people involved continued to be involved in conflict despite your actions? What sort of factors would you take into account in dealing with such an issue?*
7. Provide the candidate with data surrounding income and expenditure, student and staff profiles, research profile, forward planning.
 - *Based on the data provided and general information you are able to research,*
 - *What opportunities and vulnerabilities over the next three years can you identify*
 - *What additional information would you need to collect in order to be able to make confident 3 year projections on undergraduate numbers? Postgraduate numbers? Staff numbers?*
8. Provide the candidate with a key issue facing the department (Eg: improving general staff communication). Ask the candidate to consider this issue and suggest a plan for addressing it.

Keeping the Interviewee on Track

"That's interesting but I would really like to know about a specific time when you have needed to" And then allow the interview to continue or *"Thanks for sharing that with us, I would like to direct you to ..."*

Interview Notes and Rating the Applicants

Keeping interview notes and interview grid is essential for fairness and equity and allows you to refer back, particularly after a full day of interviewing.

S Situation
A Action
R Result

For example;

"Tell me about a time you have experienced conflict with one of your staff"

Situation – *"I had a conflict about a week ago with a staff member when I was trying to explain how some procedures had changed that effected her job. She reacted defensively, but I was only trying to assist her in her workload as she was often complaining about being behind."*

Follow up question – *"What did you do when she reacted so defensively"*

Answer – **Action**

"I explained that I was trying to assist her in her workload issues, but she said that she would have preferred to have been consulted and worked out a solution together. I suggested that we discuss my proposal further to see if it was the best solution to get the best outcome."

Closing Question – *"What was the outcome"*

Answer – **Result**

"We discussed the issue further and did agree that my proposal would be best to get the outcomes we both wanted, a reduced workload and an ability to better work to deadlines. I also agreed that I should have consulted her and involved her in finding an outcome together."

Rating the Applicants

Each question that is asked at interview the applicant needs to demonstrate and provide evidence that support their answer and for the panel to listen and ask any follow up probing questions that might be required to get further evidence. The interviewee is going to either provide answers that demonstrate competence, demonstrate little knowledge or experience or incompetence, or provide some evidence but perhaps not in the way that is required, which could be a neutral response.

E – Effective
N - Neutral
I – Ineffective

You can use tick boxes in the right places which advise how well the interviewee has answered the question in regard to demonstrating the competence you are looking for as identified in the criteria.

Behavioural/ Competency Based Question Samples

Example:

Question
Situation:
Action:
Result:

E	N	I
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Reference Checks

Similar questions which were asked of the candidate at interview, should be asked of referees to further validate and confirm evidence of the candidates suitability. This style of questioning during the reference check process can expose candidates who have overstated or exaggerated their achievements.

For example:

"During the interview Belinda explained that her role in the software rollout project was key and that she coordinated the skills assessments and training for all staff in your division". Can you tell me how successful this project was and what Belinda's contribution was?

At the interview Joe explained to us the expansion of the School and him having a major role in coordinating a seamless transition. The reference check needs to confirm what this role was.

"I am aware that your School has undergone a major review and expansion, can you tell me the role Joe had in this achievement".

The referees answer needs to confirm this involvement and achievement or could indicate the Joe had only a minor role or even joined the company after the expansion was completed.

Questioning

What is **open** questioning?

It is a question that usually begins with what, where, when, who, why and how to get maximum information. Useful for gaining a broader picture of the example.

Example – What types of software programs do you feel comfortable with?

What is a **closed** question?

It is a question that usually requires a yes or no answer. These question can be used to get a specific response.

Example – Have you used powerpoint? Yes/No

What is a **probing** question?

An open or closed question to get more information, to drill down and find out the specific competencies the interviewee has.

Example - "Give me an example", "exactly what did you do then?", "Tell me what happened?" "What part were you responsible for?"

List of Common Probes

- "Can you give me a picture of that?"
- "If I were there, what would I see?"
- "Walk me through that (event) (meeting) etc."
- "Can you give me an example of a time that you..."
- "Can you give me an example of such a (meeting) (group)?"
- "You said 'we'. What did you do specifically? What part did you play?"
- "Can you tell me what you actually said to him/her?"
- "Can you tell me what you mean by...?"
- "That was a good overview. Now, let's go back and get the details."
- "How were you feeling then...?"
- "What went through you mind...?"
- "This sounds like a good event for us to be talking about. Can you take me back to the beginning?"
- "Take a minute to reflect. Then give me a quick overview."
- "What were the key events, the critical points along the way?"
- "How did it start?"
- "Tell me about ...X. What led up to it?"
- "That's exactly the kind of event I was looking for, and exactly the right amount of detail."
- "What were some of the specific things you talked about?"
- "What did s/he say?... What did you say?"
- "Let's go back. When you ... (left the meeting) (etc.) ... how did you feel?"
- "So what happened after that? What were the critical next steps?"
- "Can you remember and key interaction or conversation you had in the early stages of this?"
- "What stands out in your mind as most important about that time... (incident)... (event)..."
- "Let's go back. You said there was planning involved. Can you tell me about that?"
- "What were some of the thoughts you had when...?"
- "Who's the 'we' here?"
- "And then, what happened?"
- "How did that come about? How did that first come up?"
- "How did you do that?"
- "What did you say?"
- "What were your next steps?"

Questions which may result in discrimination

Below is a list of examples of questions that may result in discrimination or appeals on the basis of equity considerations. Such questions may also be unlawful in some circumstances and can result in appeals to the Equal Opportunity Commission. These types of questions should be avoided:

Behavioural/ Competency Based Question Samples



Are you married?
Have you any plans to get married?
Do you intend to work only until you get married?
Have you ever been divorced?
Do you have a family?
What are the ages of your children?
Will your husband/wife/partner need work?
Are you going to have any more children?
What does your spouse do for a living?
How much income does your spouse earn?
Is your spouse likely to be transferred?
Who collects the children after school?
Who looks after the children when they are sick or on school holiday?
Why do you work when your husband can support you?
Where were you born?
Where were your parents born?
What is the name of your church or parish?
What religious holidays do you observe?
What political organisations do you belong to?
How will you manage the household if you have to work overtime/shiftwork/weekend work/travel on University business? If a job requires overtime/shiftwork, state this and ask "Can you meet that commitment?"

Wrong: What are your childcare arrangements?

Right: This job requires significant travel. How flexible are you with regard to this?

Wrong: The profession has changed enormously since you began 40 years ago. How do you cope with the new technology?

Right: Tell us about your experience with multimedia presentations. What computer skills do you have?

Wrong: Do you subscribe to any religious belief?

Right: What qualities do you possess to develop training programs for our diverse range of employees?

Wrong: Were you born in Australia? Do you have communication problems with English?

Right: This job requires regular presentations to groups. Our work test will require you to demonstrate a typical presentation.

Wrong: Convince me you can do the job even though you have one leg/arm, are blind/deaf etc.

Right: Are there any special devices or equipment, or other adjustments, you would need?

Wrong: What would you do if your partner got a job overseas?

Right: Are you able to give a long-term commitment to this position?

Wrong: Have you ever been treated for any serious disease/ workplace injury?

Right: Is there anything in your personal circumstances that may affect your ability to carry out the requirements of the position?

Wrong: The position demands a high degree of management responsibility. Do you think you are old enough to handle it?

Right: You will work under a lot of pressure and deal with responsibility. Can you indicate times when you have acted with authority and dealt with pressure?

2.

Avoid:

Leading Questions – Produce the answer the candidate feels you want thus telling you nothing e.g. “It is important to get on well with people; would you say that you are a sociable person?” or “You seem to have had a lot of experience in administration so you would have some good skills in microsoft software?”

Multiple Questions – A common error is asking the candidate two or more questions at once e.g. “How long were you employed with X University, did you join in a reception role and then promoted to the Personal Assistant role? Or “In your role as Personal Assistant, can you explain how you maintained the executive diary, managed conference bookings and looked after all the travel arrangements?” It is confusing to the candidate and throws the flow of the interview. It can make a candidate stressed as they are so busy trying to remember all the questions they cannot provide the best examples, or they forget all you have asked making them feel embarrassed they have to ask you again for what you wanted.

Hypothetical Questions – such as the old favourite “What would you do if ...?” should be used sparingly as there is a danger of the candidate telling you what he/she thinks you expect to hear. You often receive text book answers or answers the candidate thinks you want. These type of questions are unable to provide you with evidence.

Confusing Questions e.g. “Do you have problems with inter-personal relationships?” Make sure your questions are worded so that the candidate understands you.

Agreement Seeking Questions – e.g. “So after you have entered information into Outlook, then you would use the calendars notifications to remind you. Similar to leading questions.

Alternative Questions

Questions that provide only options, “Did you leave your last job because of the pay or because you were bored...”

DO:

Ask questions one at a time and in a sequential manner.

Pauses & Silences.

Silence is Golden! Following a question, allow the candidate time to think through their answer. Silences can be a useful tool in gaining more information from a candidate. Use silence as a tool –

- Use it to let your candidate know you need more information ...
- Silence can force a response, to get the answer you were looking for ...
- Offer a challenge, then be silent ...
- Silence can be very pressurising – use it carefully
- The temptation to fill a silence can be overwhelming – Make sure the other panel members do not fill these silences for you.

Core Questions

We need to ask the same set of core questions to each candidate to gain a fair and equitable basis for comparison. Probing questions and questions which are required to gain further evidence can be asked as needed and these questions do not need to be posed to each applicant. A panel needs to ask any follow up questions it needs to gather the evidence required for the assessment of a given competency.

Seek clarification

If you are not sure about the candidates answer seek clarification.

Panel Team Work

Usually panel members are assigned questions that they are to ask. However this panel member does not ‘own’ the question. If other panel members can see opportunities to gain more information/evidence, they need to be able to speak their probing question or seek further clarification. Panel members need to work as a team throughout the recruitment process. It will only improve the outcome of finding the right person for the right job.

Behavioural/ Competency Based Question Samples

Illicit emotion

Ask questions that illicit emotion. Most of what controls the success of a person, you will gain from using emotional type questions. Questions about times of Strong Adversity or Great Achievement provide the richest source of information.

- "How did you feel about..."
- "What did you think about..."

Interviewing

- You need to be totally focussed on the person.
- You need to explore, explore, explore – open questions - elicit emotion
- You need to ask probing questions. Just don't stop at one answer, dig as deep as you can.
- You need to challenge
- You need all the details
- You need to have the whole picture
- You need to be thinking 'could you be a potential star' or 'can you be developed into a future manager'.
- You need to record the results
- You need to conduct the interview in a comfortable and non-threatening environment, but that it offers privacy and is free from interruption.
- Allow adequate time and make sure you are thoroughly prepared
- You need to set the agenda upfront – let the applicant know you will both be asking questions, that you will both be taking continuous notes.
- Begin the interview by saying something positive, nothing drives up rapport faster. "I read your resume and I'm impressed by your work experience, I'm looking forward to finding out more about it".
- Keep the interview unfolding in a logical sequence – maintain that rapport
- Let the candidate do most of the talking
- Demonstrate open-mindedness – do not close any doors
- Downplay negative information – do not react strongly to any sensitive information that may be revealed. "I've been in similar situations, I know it can be tough" or "I could image how difficult that would have been" – use empathy.
- Recognise your own biases. Challenge the assumptions you may have already made about that person.
- Affirm and acknowledge strengths. If the person talks about things that they are obviously proud of, acknowledge the achievement.
- Take notes continuously. If you take notes spasmodically it makes the applicant nervous and they wonder what they've said that you had to write down. Offer a pad and pen to the candidate in case they wish to make some notes.
- Confirm the candidates referees at the end.
- Do not give feedback. If a candidate asks how they've gone, let them know that it's too early in the process to draw any conclusions, that you still have a number of interviews to conduct.

More about Interview Questions

- Find out about the person
 - "Tell me about yourself ..."
 - "Tell me about your career ..."
 - "Tell me about your career highlights ..."
 - "Tell me about what motivates you ..."
 - "Tell me about what bores you ..."
 - "Tell me about what stresses you ..."
- Use behavioural type questions ...
 - "Tell me about a time when ..."
 - "Give me an example of a time when ..."
 - "What were the most exciting aspects of ..."

- Exploring of past actions type question ...
 - "Can you help me understand why you did ..."

Use closed questions for control and to give factual answers when required.

- Controlling type questions ...
 - "Which year was that ...?"
 - "How many people were in your team ...?"
- To interrupt someone ...
 - "Thankyou Now I'd like to ask you Now I'd like to explore ..."
- Blockbusting type questions ... *to directly challenge what's been said*
 - "What/Which specifically/exactly ...?"
 - "What did you specifically do/achieve ...?"
 - "Compared to what ...?"
 - "That was an improvement from what ...?"
 - "You ALWAYS made budget ...?"
 - "You were NEVER late ...?"

Behavioural/ Competency Based Question Samples

Three Levels of Appraisal

Level 1	Appearance, Poise and Dress Manners and Expressiveness Interests and Goals	Minimum Impact
Level 2	Knowledge and Skills Training and Education Experience	Greater Impact
Level 3	Attitudes and Beliefs Self Motivation and Enthusiasm Stability and Persistence Maturity Intelligence, Aptitude and Capacity to learn Temperament and Behaviour Patterns	Greatest Impact

Nobody's Perfect

- Are their failings relevant?
- If they are, can we live with them?
- How did the areas of concern manifest themselves in the last job?
- Do our systems manage the weaknesses out of the equation?
- What strategies do they already use to overcome them?
- Do the good points outweigh the bad?

*Spend more time at the preparation end of recruitment
and you'll do it less often.*