



Interview Question Guide



The following interview question guide was developed to provide hiring managers with a resource from which to select questions that will help identify the candidate who will be most successful in a position.

Because research has shown that past behavior is predictive of future behavior, most of the questions are behavioral based. They will prevent a supervisor from missing important information, overlooking job motivation and organizational fit, and asking illegal questions. The same set of questions should be used to interview all candidates for a single position.

Develop questions based on each major task and responsibility in the position description and on knowledge, skills, and abilities required by the position.

This guide is not an exhaustive list of questions, you may have other questions that better fit the competencies of your position. Please review them with your HR representative to ensure they are not illegal questions.

Note: Questions in this guide may appear in multiple categories.

Other guides that can help you in your recruitment, selection and onboarding efforts can be found in the Student Affairs [HR Toolbox](#)

- Recruitment and Selection Packet
- Onboarding Packet
- New Employee Guide

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Category

Questions

Adaptability

Adjusts planned work by gathering relevant information and applying critical thinking to address multiple demands and competing priorities in a changing environment.

Key Behaviors:

- Seeks direction, responds positively and readily adapts to a change in the work environment.
- Changes behavior in response to feedback and learns from experience.
- Responds effectively to multiple demands.
- Functions effectively in uncertain or stressful situations.
- Balances and prioritizes competing needs and demonstrates/promotes flexibility in a changing environment.
- Anticipates and adjusts for environmental changes and emergent situations.
- Develops flexible resources to meet current and future needs.
- Acts as a change agent by promoting and embracing responsible change to further university mission.
- Balances university-wide initiatives with unit goals and provides direction for implementing necessary changes.
- Motivates staff to respond constructively to change.

- Describe a situation in which you embraced a new system, process, technology, or idea at work that was a major departure from the old way of doing things.
- Describe a time when you made a mistake or experienced a failure or missed an obvious solution to a problem and were able to learn from the experience. What did you do differently as a result of this experience? How did you help others learn from the experience as well?
- Describe a situation when you tried your hardest but were unable to achieve your desired result. What did you do? Why were you unsuccessful?
- Give me an example of how you quickly adapted to a change in your work area when others were resisting it and holding on to “the old way”.
- Recall a time when you were assigned a task outside of your job description. How did you handle the situation? What was the outcome?
- Tell me about a project/task you were involved in where you faced a major obstacle. What did you do to get around that obstacle?
- Tell me about a time when you had to adjust to a colleague’s working style in order to complete a project or achieve your objectives.
- Tell me about a time when you were asked to do something you had never done before. How did you react? What did you learn?
- Tell me about the biggest change that you have had to deal with. How did you adapt to that change?
- Think of an organizational change that you went through – how did it affect your work routines? Give an example.

Category

Questions

Ambiguity

Effectively cope with change; shifts gear comfortably; decides and acts without having the total picture; comfortably handles risk and uncertainty. Demonstrates the ability to function in unstructured work environments and/or uncertain conditions (includes the ability to work in situations where one has little/no control).

Key Behaviors:

- Embraces change, anticipates and prepares for change.
- Develops new procedures in response to change.
- Proactively adapts to new opportunities or risks.
- Flourishes in high-change environments.

- Give me an example of a time when you had to deal with frequent job changes or unexpected events on the job. How did you handle it and what did you learn?
- Tell me about a time when a work-related issue fell apart or out of alignment with the process or parameters under which you normally operate. How did you handle it and what did you learn?
- What are some of the best overall tips and techniques for coping with uncertain and changing work environments?

Analytical Thinking

The ability to tackle a problem by using a logical, systematic, sequential approach.

Key Behaviors:

- Makes a systematic comparison of two or more alternatives.
- Notices discrepancies and inconsistencies in available information.
- Identifies a set of features, parameters, or considerations to take into account, in analyzing a situation or making a decision.
- Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail.
- Weighs the costs, benefits, risks, and chances for success, in making a decision.
- Identifies many possible causes for a problem.
- Carefully weighs the priority of things to be done.

- Describe a time when you had to reconcile contradictory or misleading metrics from different data sources.
- Give me an example of when you used your fact-finding skills to gain information needed to solve a work-related problem. How did you analyze the information and come to a solution?
- Tell me about a time when you analyzed data, drew a conclusion, and convinced others to take action based on the data.
- What are the key steps, which must be made in order to set up a project schedule and establish the critical path? Tell me about a time when you did not follow the key steps identified and the outcome.
- What is your process for drawing inferences and/or conclusions from a mass of data? Provide a specific example. How did you assess the accuracy of your conclusions?

Category

Questions

Analyzing Trends

Researches, extracts and analyzes relevant data to solve problems, draw logical conclusions, and make recommendations that support business decisions. Identifies, interprets and utilizes information and/or statistical models to project trends and show future implications of those trends.

Key Behaviors:

- Collects information and data.
- Extracts relevant data in order to identify possible causes for the problem.
- Critically examines issues by breaking them down into manageable parts.
- Analyses information to determine and ascertain the most likely cause of the problem.
- Identifies the logical, factual outcomes based on the data, information and analyses conducted.
- Identifies action to prevent the problem from occurring partially or totally.

- Describe an example of when you perceived an opportunity through analysis which others were not aware of. What processes did you use? What conclusions did you arrive at?
- Give me a recent example of when you had to analyze verbal or numerical information. What was the purpose of the analysis? What conclusions were you able to draw from the analysis? Were you under time pressured in what way would you have carried out the analysis differently?
- Give me an example where you had a complex assignment and had to pick up on subtle relationships between facts. What happened? For instance, how did you recognize unimportant details and inconsistencies between facts and/or data? What did you do about it and what was the outcome?
- Solving a problem often necessitates evaluation of alternate solutions. Give me an example of a time when you actively defined several solutions to a single problem. What tools did you use (such as research, brainstorming, mathematics, etc.)? How did you determine the most effective solution?
- What is your process for drawing inferences and/or conclusions from a mass of data? Provide a specific example. How did you assess the accuracy of your conclusions?
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Category

Questions

Attention to Detail

Directs attention to the task at hand in order to avoid making mistakes. Prepares and carefully reviews figures, computations, reports, etc., to identify any errors or problems; ensures consistency and that information can be understood by all who read it. Shows concern for all aspects of the job no matter how small.

Key Behaviors:

- Follows process.
- Reviews work to ensure they are accurate, clear, concise.
- Performs follow-up to ensure quality of work product and/or actions are completed.

- Describe a situation where you discovered a mistake prior to distributing the product (report, letter, etc.). How did you discover the mistake and what action did you take and what did you learn?
- How do you keep from overlooking mistakes when reviewing long, complex assignments or tasks? Give me an example of when you used this method recently.
- Tell me about a time when something “fell through the cracks”. What were the circumstances? How did you handle it? What did you learn from it?
- Tell me about a time when you had a tight deadline – how did you balance completing the assignment and other work responsibilities while assuring the accuracy of the work?
- What methods/procedures do you use to make sure that your work is error free? Give me a specific example that shows when you used these methods.

Builds Effective Teams

Understands and uses team-based processes to accomplish goals; blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.

Key Behaviors:

- Builds trust.
- Acts with integrity.
- Inspires others.
- Encourages innovative thinking.
- Acts as a coach.
- Rewards achievement.

- Building team spirit to get results is often a difficult thing to do. Tell me about a time when you had your greatest success in building team spirit. What specific results did the team accomplish?
- Describe your approach to developing others.
- Tell me about a time when it was necessary to confront a negative attitude in your team. Specifically, what actions did you take and what was the outcome? Now, tell me about a time when you were not successful.
- Tell me about a time when your ability to reward and encourage others created positive motivation and team participation. Describe the actions that you took and what the results were.

Category

Questions

Business Innovation/Strategic Agility

Looks for new or alternative ideas from a wide range of sources; monitors developments and looks for applications to support current and future business needs and opportunities.

Key Behaviors:

- Anticipates future consequences and trends accurately.
- Has broad knowledge and perspective.
- Verbalizes and projects a vision and creates a strategic plan.
- Creates an environment that encourages breakthrough thinking.

- Describe how you set long-range goals for your organization, business unit or team. How do you track progress toward these goals? How do you measure the results?
- Tell me what you have done in the past three months to further your knowledge and perspective of Higher Education?
- Tell me what you have done in the past three months to stay in touch with future trends. How have you used this information on the job?

Category

Questions

Change Leadership

Takes responsibility for leading, directing, and managing organizational change

Key Behaviors:

- Understands and supports the need for change.
- Accurately assesses the potential barriers and resources necessary for change initiatives.
- Envisions and articulates the intended result of the change process.
- Develops a change strategy that includes milestones and timelines.
- Provides direction and focus during the change process.
- Acts as a catalyst for organizational change.
- Helps to generate support of the changes throughout the organization (e.g., within office, division, and/or IC).
- Identifies and enlists allies who support the change process.
- Provides resources, removes barriers, and acts as an advocate for those initiating change.

- Describe a time when you had to implement a significant organizational change. What was your strategy? What challenges did you encounter? How did you overcome those challenges?
- Have you ever been in a situation in which you had to motivate others to take actions to support a major reorganization? How did you do that?
- People often feel threatened by change. Tell me about a specific situation and some actions that you took to smooth the process of change for others. Which actions were successful, and which were not?
- Share an example of a time when you were given new information that affected a decision you had already made. How did you proceed?
- Share an example of when you were an architect/originator of a change effort. How did you approach this endeavor? How did you garner support for this effort? What challenges did you face and how did you handle them?
- Sometimes it can be difficult and frustrating to obtain information from other people in order to solve a problem or achieve goals. Please describe a situation you've had like this. What did you do?
- Tell me about a situation in which you had to adjust quickly to a significant change in organization, department, or team priorities. How did the change affect you? What did you do?
- What do you do when priorities shift quickly? Please provide an example.
- What two or three trends in our industry might disrupt our work, and how should we go about meeting these changes?
- You've presented a great idea to management, but they're not buying in. What's your next move?

Category

Questions

Coaching

Guides others to make the most of their available skills.

Key Behaviors:

- Recognizes and encourages performance excellence.
- Recognizes and analyzes a performance problem.
- Identifies effective strategies for modifying behaviors and attitudes.
- Plans and initiates a coaching session.
- Identifies various ideas to assist the learner.
- Identifies and demonstrates supportive coaching behavior.
- Uses the various questioning techniques.
- Employs and encourages a feedback process.

- Coaching involves listening, questioning, supporting and challenging others to achieve their potential. Discuss a time when you supported an individual's career growth through coaching.
- Describe a time when you were successful in helping someone work through a difficult situation or task. Why do you think you were successful?
- Discuss a time when you confronted someone who had a performance problem. What was your relationship with this individual? Describe what you did, said, felt and thought as well as the outcome.
- Share an example of a time you helped someone identify and modify a behavior that was impeding his/her performance.
- Tell me about an employee that you coached yet could not raise their performance to the desired level. How did you coach the employee? What prevented the improvement?
- What have you done in the last three months to model continuous improvement? Give examples.

Category

Questions

Collaboration

Develops and maintains effective working relationships with team members, internal partners, customers and other through the use of strong interpersonal skills.

Key Behaviors:

- Obtains cooperation from others.
- seeks and encourages win-win alternatives.
- Works effectively with people outside formal authority to accomplish goals.

- Describe a situation or project where you had specific responsibilities but did not have direct authority over the individuals whose support was necessary. How did you accomplish the results?
- Describe a time when you took a directive rather than a collaborative approach with someone. What was the situation that made this approach necessary? What was the result? Would you use this same approach again and why?
- Describe what you've done to sustain a healthy, productive partnership with another department and how do you determine if adjustments need to be made?
- Discuss an inter department project or committee with which you have been involved. What was the goal of this project? How did you accomplish that goal? What was your role?
- Discuss one of your previous projects that didn't go smoothly. Explain how you dealt with those challenges to complete the project successfully.
- Give an example of when you had to work with someone who was difficult to get along with. How did you handle interactions with that person?
- Give us a specific example of a time when it was critical that you establish an effective working relationship with others, both internal and external to the organization, in order to accomplish the organization's strategic goals and objectives
- Have you ever been in a situation in which you had to motivate others to take actions to support a major reorganization? How did you do that?
- Interdepartmental cooperation involves giving and receiving. Tell me about a time you collaborated with others to determine courses of action to achieve mutual goals.
- People often feel threatened by change. Tell me about a specific situation and some actions that you took to smooth the process of change for others. Which actions were successful, and which were not?

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Questions

- Sometimes it can be difficult and frustrating to obtain information from other people in order to solve a problem or achieve goals. Please describe a situation you've had like this. What did you do?
- Sometimes it's not easy to identify opportunities that benefit your and another department. What have you done to find new opportunities to cooperate with other departments? Give me a recent example.
- Tell me about a time when you had to coordinate resources (people, processes, departments, equipment) to complete a complex project.
- Tell me about a time when you were communicating with someone and they did not understand you. What did you do?
- Tell me about one of your favorite experiences working with a team and your contribution.
- What approaches have worked best for you in establishing work related alliance/relationships with employees in another department or group and why have they worked?
- Working on a project with others sometimes causes conflict. Describe one of the most difficult situations you've had involving conflict with another person. How did you handle it?

Category

Questions

Communication

Consistently communicates with clarity and thoroughness to optimize audience understanding.

Key Behaviors:

- Oral Communication
 - Speaks clearly and can be easily understood.
 - Tailors the content of speech to the level and experience of the audience.
 - Uses appropriate grammar and choice of words in oral speech.
 - Organizes ideas clearly in oral speech.
 - Expresses ideas concisely in oral speech.
 - Maintains eye contact when speaking with others.
 - Summarizes or paraphrases his/her understanding of what others have said to verify understanding and prevent miscommunication.
- Written Communication
 - Expresses ideas clearly and concisely in writing.
 - Organizes written ideas clearly and signals the organization to the reader (e.g., through an introductory paragraph or through use of headings).
 - Tailors written communications to effectively reach an audience.
 - Uses graphics and other aids to clarify complex or technical information.
 - Spells correctly.
 - Writes using concrete, specific language.
 - Uses punctuation correctly.
 - Writes grammatically.
 - Uses an appropriate business writing style.

- Describe a time when you had to communicate bad news to someone. How did you prepare? What was the outcome?
- Describe a time when you were not effective in getting your point across. What contributed to this?
- Describe one of the most difficult communication situations you have encountered to date. How did you handle it and what was the outcome?
- Tell me about a specific experience of yours that illustrates your ability to influence another person verbally. Feel free to use an example that involves changing an attitude, selling a product/idea, or being persuasive.
- Tell me about a time you had to give a presentation to a group.
- Tell me about a time you were approached by an irate customer, coworker, or individual. What was your response?

Category

Questions

Composure

Stays calm and even-tempered when handling crises, stressful situations, continuous change, or unexpected developments.

Key Behaviors:

- Remains cool under pressure.
- Does not become defensive or irritated when resisted or blocked. Is not knocked off balance by the unexpected; is able to recover from difficult situations.
- Is seen as a settling influence in a crisis.

- How do you manage your stress in your job? Give me an example of a difficult time when you used these techniques and were successful in reducing stress.
- Tell me about a time when you were overwhelmed by your responsibilities. How did you deal with the pressure and what effect did it have on you?

Conflict Resolution

Uses a variety of approaches to manage and resolve concerns, disagreement, and conflict.

Key Behaviors:

- Invites others to express their points of view.
- Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations.
- Expresses disagreements in a way that does not attack or disparage others.
- Helps uncover underlying and unstated issues causing the conflict.
- Brings disagreements into the open and addresses them
- Expands areas of agreement and narrows areas of disagreement.
- Facilitates the development of creative solutions to conflict.
- Capable of identifying the truth in criticisms.
- Knows when to compromise and when to stand firm.

- Describe an instance in which you were the pivotal person to diffuse a volatile situation or resolve a difficult dispute. How did you approach the situation? What was the result?
- Describe a time when you intervened to resolve a conflict between two individuals or groups with conflicting priorities. How were you able to resolve it to everyone's satisfaction?
- Describe a situation in which you prevented an unpleasant confrontation resulting from underlying tensions. What did you do to prevent the confrontation?
- Describe a situation where conflicting priorities in your processes and/or objectives prevented you from working effectively. How did you resolve the conflict and what was the outcome?
- What are some of your best overall techniques for helping to resolve conflicts and disagreements and how have you used them to influence your peers and/or team members?

Category

Questions

Continuous Development

Builds professional skills and competencies of self and others.

Key Behaviors:

- Identifies personal skill areas to be developed and translates them into measurable goals.
- Seeks out ways to improve performance and efficiency on the job.
- Seeks out opportunities and encourages others to learn from mistakes.
- Works toward performance improvement of self and others by identifying and acting upon factors that influence an individual's performance potential.
- Invests time and resources to learn, grow, and develop.
- Consistently seeks out opportunities that will create growth and development.

- Describe how you have used an Individual Development Plan to help a direct report attain his/her career goals. What role did you play in developing the plan? How did you work with the direct report to implement the plan?
- Provide examples of using training, development assignments, tasks and other tools, based on the individual's development needs, to develop a direct report? How did you assess the individual's development needs? How did you select the appropriate developmental tools for the individual?
- Tell us about someone you were directly responsible for growing and developing. What was your approach to this person's development? What was your role?
- Provide examples of seeking out feedback from others – including superiors, peers and direct reports – to assess your own development needs and to make improvements? How did you solicit their feedback? How did you respond to the feedback? What was the result?
- Describe a time when you took on a role or assignment that was a stretch or out of your comfort zone in order to further your development? What was the result?
- Describe a time when you made a mistake or experienced a failure and were able to learn from the experience. What did you do differently as a result of this experience? How did you help others learn from the experience as well?
- Describe a time when you experienced success and learned something unexpected from the experience. How were you able to help others learn from this experience?
- Can you describe a time when you needed to learn new information about changing products, markets, or procedures? What did you do?
- What techniques have you learned to make your job easier or to make you more effective?
- Give me an example of when you had to learn something complex in a short period of time.

Category

Questions

Creativity/Innovation

Examines the status quo and looks for better ways of doing things.

Key Behaviors:

- Facilitates effective brainstorming.
- Is good at bringing creative ideas out of others.
- Has good judgement about which creative ideas and suggestions will work.
- Easily makes connections among previously unrelated notions.
- Develops and introduces practical new approaches or shares best practices to address problems or opportunities.
- Projects how potential ideas may play out.

- Describe a process or procedure that's in place in your area that works well and that you consider innovative or creative.
- Tell me about the best practice you have shared or learned from others. What were the benefits?
- Describe a time when you had to come up with a creative solution because there was no policy that fit the particular situation. What did you do? What was the outcome?
- Creativity often means stepping back from regimented ways of thinking. When have you been able to break out of a structured mindset and intuitively play with concepts and ideas?

Critical Thinking/ Decision Making

Ability to look at situations from multiple perspectives. Breaks problems into component parts. Creates solutions to problems using novel methods and processes. Looks for underlying causes or thinks through the consequences of different courses of action.

Key Behaviors:

- Demonstrates and models the use of higher-order thinking skills.
- Creates solutions to problems using novel methods and processes.
- Issues are viewed without any pre-set biases or limitations.

- Describe a time when you had to make a difficult decision in a high-pressure situation. What was the setting, what did you do and what was the outcome?
- What would you do if you have a looming project/production deadline, but you don't yet have all the information/components to deliver on time?
- Have you ever anticipated a problem on a project and taken measures to prevent it?
- Describe a time when you had to solve a problem without all the resources? What was the problem, what did you do and what was the outcome?

Category

Questions

Cultural Fit

Candidates share the same beliefs and values as Carolina but also bring diversity of thought and experience that will drive your department forward.

Key Behaviors will vary by department

- Describe some specific tasks or conditions you found frustrating. How did you handle them?
- Describe the style of management under which you work most effectively. Why do you prefer this style?
- If you could change one thing about your current job, what would it be?
- Tell me about a time in the last week when you've been satisfied, energized, and productive at work. What were you doing?
- Tell me about a time when you were asked to change your schedule unexpectedly. How did you feel about it? How did you handle it?
- Tell me about a time you received constructive criticism. What was it? How did it make you feel when you received it? What did you do to improve?
- What are the three things that are most important to you in a job?
- What behaviors does your current organization value or reward? Are they important to you?
- What do you consider to be your three greatest strengths? Give me an example of when you used each of these strengths.
- What do you like most about your current work environment?
- What skill do you feel you need to develop the most? Why?
- What types of responsibilities do you like least?
- What's the biggest misconception your coworkers have about you and why do they think that?
- What's the most interesting thing about you that's not on your resume?
- When considering a new job opportunity, what elements—such as job responsibilities, location, and hours of work—are important to you?
- When you imagine yourself frustrated and stressed at work, what is going on?
- When you imagine yourself sitting at your desk, working hard, with a smile on your face, what type of job are you doing?

Category

Questions

Curiosity

Natural learner thinks beyond the role they were hired for and grows. Openly explores new concepts, ask questions and is eager to look beyond the everyday way of handling tasks, and problems.

Key Behaviors:

- Listens and ask questions.
- Is willing to be wrong and isn't afraid to say I don't know.
- Values personal development.

- What skill or expertise do you feel like you're still missing?
- How do you strive for self-improvement?
- How do you stay current on developments in _____ (e.g. Financial Aid, Career Services)?
- Tell me about something you learned recently. How do you approach teaching yourself a new skill or topic? What was the result?
- What skill, not necessarily related to this job, would you like to learn or to improve on?
- Tell me about a time you took the initiative to learn when it wasn't required.
- What are you most curious about in life?

Customer Commitment

Dedicated to meeting the expectations and requirements of internal and external customers. Establishes and maintains effective relationships with customers and gains their trust and respect. Proactively addresses customer needs. Follows through on identified problems until resolved. Meets negotiated delivery commitments or advises customer when delays are necessary.

Key Behaviors:

- Listens and responds to customer needs.
- Clarifies the customer's interests or expectations, when doubt exists.
- Makes sure that customer needs or requirements are met.
- Regularly takes steps to improve the quality of services produced by the work-unit.
- Establishes plans and programs for satisfying the customer's needs and expectations.

- Describe a situation when you had to involve others to help solve a customer's problem. What was the problem and how did others help?
- Describe what skills or qualities are important for dealing effectively with customers. Give me an example of when you used these skills.
- Describe you customers for me (both internal and external) and your level of interaction.
- Give me an example of when you had to form a relationship with a customer you really disliked in order to get your job done. What steps did you take to form the relationship and what was the outcome?
- On occasion, we all wish that we could change how we interact with customers. Tell me about a customer interaction you wish you could change. What would you do differently?
- Tell me about a situation when you had to deal with a difficult customer. What did you do? How effective was it?
- Tell me about a time when you worked with a customer who was satisfied.
- Tell me about a time you were approached by an upset customer, but in this situation you knew they were wrong. How did you deal with the situation?

Category

Questions

Decision Quality

Makes sound decisions that take into account objectives, risks, implications, and state policies.

Key Behaviors:

- Bases decisions on an analysis of short-range consequences or simple options, including people's reactions and potential problems
- Gathers sufficient information to identify gaps and variances before making a decision
- Solicits the input of the appropriate people to improve the quality of a decision
- Weighs the costs, benefits, risks, and chances for success in a decision
- Focuses on objectives and results when considering the various alternatives to a decision
- Foresees the long-range consequences or implications of different options
- Bases decisions on higher principles and policies with the end goal always in mind

- Can you give me an example of when you had to make an unpopular decision? What was the result?
- Describe a time when you had to make a decision that had a significant impact on others. What was the decision? Who did it impact? What factors or variables did you consider? How did you evaluate your options? What was the result?
- Describe a time you had to go against traditions or policies to accomplish a goal. What was the result?
- Give me an example of when you had to make a decision about something that you would have preferred having more information about.
- Provide an example of when you were challenged by a customer or supervisor about a decision you made. How did you handle it and what was the outcome? What did you learn from this experience?
- Share a recent decision you had to make or problem you had to solve that involved a significant skill in gathering and analyzing information. How did you determine the information you needed? How did you go about getting the information?
- Tell me about a complex decision you had to make in the last six months. What was the situation? Describe the process you went through to make this decision. Who did you involve in your decision and why? Why was it complex?
- Tell me about a time when it was necessary to reverse one of your decisions. What factors led to the reversal and what was the outcome?
- Tell me about a time when you made a bad decision. What was the result?
- Tell me about a time when you were overwhelmed with multiple situations requiring decisions to be made. What did you do and what was the outcome?
- Tell me about an unpopular decision you have made. In what way was it an unpopular decision? What should you have done differently?

Category

Questions

Delegation

Delegates responsibility as appropriate.

Key Behaviors:

- Divides overall work into components and determines what can be delegated.
- Delegates responsibilities and ensures that group tasks are completed.
- Clearly defines and communicates objectives and tasks.
- Communicates context, purpose and long-term benefits to empower others to take greater responsibility.
- Communicates expectations regarding outcomes or deliverables, timelines and quality of work.
- Delegates responsibility to others based on their ability and potential.
- Gives others freedom to have control of their tasks and duties.
- Provides others with opportunities that challenge them and develop their capabilities.

- Describe a situation that required a number of things to be done at the same time. How did you handle it? What was the result?
- Share an example that demonstrates your ability to delegate effectively. How did you ensure the work was done correctly?
- Delegating work successfully can be a challenging task. Describe a time when you delegated effectively among multiple people. How did you ensure that the workload was distributed equitably? How did you determine who was assigned various tasks? If necessary, how did you adjust the distribution?
- Describe a time in which you delegated work to an individual who was not meeting your expectations. What was the outcome?
- Provide an example of when you developed someone to take over some job-related responsibilities. What specific things did you do and what was the result?

Category

Questions

Developing Others

Able to develop and coach others and constructively review the work of others in order to improve and advance the skills, knowledge and performance levels of those who report to them.

Key Behaviors:

- Creates an environment that fosters learning, growth, and development.
- Provides challenging tasks and assignments that encourage continuous development of team members.
- Encourages direct reports to accept development moves. Is aware of each team members' strengths, development needs and career goals.
- Participates in frequent development and coaching discussions. With employee, constructs targeted development plans and executes them.

- How often do you have development discussions with your employees? Describe the last development discussion you had with an employee. How did you prepare? What could you have done differently and why?
- Describe the number one development needs of one of your direct reports. What was the development? What did you do to coach him/her to develop in this area? What improvements have taken place?
- What do you do to provide a stimulating and challenging environment which encourages your employees to grow and develop? Provide some examples.
- When evaluating your direct reports' performance, what factors are most important to you?

Category

Questions

Diversity

Understands and values differences in others. Seeks input from, and values the uniqueness of people of different groups and cultures. Challenges practices or policies that may be exclusionary. Supports equal and fair treatment and opportunity for all.

Key Behaviors:

- Recognizes the contributions of those who have different cultural, religious, ethnic, gender, sexual preference or other individual differences toward the achievement of work-unit or the departmental objectives.
- Provides opportunities that will enhance a more diverse and better workforce able to accomplish work unit objectives.
- Drives the compliance with employment equity and affirmative action initiatives.
- Takes active steps to eliminate acts, behavior and speech, which reflect discrimination and prejudice.
- Ensures that all management practices implemented are free of social, gender, religious, ethnic, disability and cultural discrimination.
- Provides employment opportunities that will make the workforce more diverse and better able to accomplish work unit objectives.
- Treats all individuals with respect regardless of individual differences (e.g., race, gender, age, ethnicity, physical capabilities/disabilities, sexual orientation, religion)
- Builds collaborative and mutually beneficial working relationships with people regardless of their individual differences Modifies communication and behavior based on an understanding of individual differences
- Utilizes an understanding of individual differences to communicate with, influence, and manage individuals (e.g., resolving conflict, building teams) throughout the organization

- Interacting with coworkers or customers from different backgrounds or cultures can be challenging at times. Tell me about a challenging time you were faced with a person from a different background or culture.
- In your own words, describe what diversity means to you.
- The company strives to create a culture of inclusion and values diversity in all forms. How might you be able to support our values?
- Describe a time when you were able to adapt to a person from a background or culture that was different from yours.
- Share a situation that demonstrates your ability to create an environment of inclusion and respect for diversity. What challenges did you face? How did you overcome those challenges?
- Provide an example of how you have helped others appreciate the value of diversity. What challenges did you encounter? How did you overcome those challenges?
- Share an example of how you were able to leverage diverse thoughts and perspectives to accomplish a goal.
- Share several situations that showcase your ability to incorporate valuing diversity in your role as a leader.
- Describe a situation in which you modified your communications and/or behavior to address different cultures or backgrounds.

Category

Questions

Emotional Intelligence

Embraces the nuances of human emotion in the workplace, is self-aware, motivated, displays empathy.

Key Behaviors:

- Is aware of their own and other people's emotions.
- Recognizes and regulate their behavior.
- Manages their emotions to adapt to different environments.

- Tell me about a time you faced an ethical dilemma at work. How did you deal with it and what was the result?
- Tell me about a time someone criticized your work. How did you respond and what did you learn?
- Describe the most challenging supervisor you've ever worked with. What was the most difficult thing about that relationship from your perspective, and how did you manage it?
- What would a previous boss say is the area that you need to work on most? Have you taken steps to improve in this area, and if so, what have you tried to change?
- Tell me about a day when everything went wrong. How did you handle it?
- What type of working environment brings out your best performance? Your worst?

Financial Acumen

Maintains and applies a broad understanding of financial management principles to ensure decisions are fiscally sound and responsible.

Key Behaviors:

- Demonstrates broad understanding of financial management principles to direct organizational actions.
- Sets organizational priorities by aligning organizational finances with strategic goals.
- Uses cost-benefit thinking to set priorities.
- Identifies cost effective approaches.
- Prepares, justifies and/or administers the budget for the program area.
- Monitors the overall performance of the organization and adjusts allocation of finances based on progress against goals.
- Fosters an environment that encourages fiscal responsibility.

- Describe a situation that showcases your ability to use sound financial principles/judgment to make good organizational/project decisions.
- Describe a time when you adjusted organizational priorities as a result of financial performance (positive or negative).
- Provide an example of using a cost-benefit approach to setting organizational/project priorities.

Category

Questions

Flexibility/Adaptability

Possesses the ability to modify their style or approach to leadership in response to uncertain or unpredictable circumstances. A flexible leader recognizes that one leadership style is not effective for every situation.

Key Behaviors:

- Adapts effectively to change by accepting changes in work processes readily and with an optimistic perspective of the resulting benefits.
- Works through situations or issues involving ambiguity or setbacks by systematically evaluating options and establishing appropriate action plans.
- Understands the requirements of different situations and effectively adapts his/her behavior even when under stress and pressure.
- Readily accepts new technology as part of his/her job and uses it to continually improve efficiency or the quality of his/her work products.

- Tell me about a situation where you had to quickly adjust to a change in your department or team priorities. How did this change affect you?
- Describe a time you had to meet a scheduled deadline while your work was being interrupted continuously. What was most difficult about this and how did you handle it?
- Tell me about a time a significant change was made within your company or organization. How did the change affect you?
- Give me an example of a time when you had to balance multiple responsibilities at once. What did you do to keep organized? How did you prioritize your tasks?
- If business priorities change, describe how you would help your team understand and carry out the shifted goals.

Follow-up

Monitors and evaluates progress on working assignments, customer commitments, processes, etc. with little or no supervision to insure timely and successful completion of assigned tasks.

Key Behaviors:

- Checks regularly whether his/her own work meets prescribed quality standards.
- Asks regularly for feedback regarding quality.
- Corrects mistakes as they become evident.
- Takes direct action in order to ensure his/her own quality of work.

- What is your system for tracking progress on delegated projects for which you are responsible? Give me an example.
- Give me examples of how you monitor the satisfaction of your internal/external customers.
- Have you ever delegated an assignment that was not completed on time? What happened? What did you do?
- Tell me about a time when you had to manage many projects at once. How did you keep track of all of them? Describe your follow-up procedures.
- Give an example of when you “dropped the ball”. How did you recover?

Category

Questions

Growth Potential

Displays an ongoing commitment to learning and self-improvement.

Key Behaviors:

- Looks for better ways to perform routine aspects of job.
- Asks for and uses feedback to improve performance. Seeks and acquires new competencies, work methods, ideas, and information that will improve own efficiency and effectiveness on the job.
- Finds and maximizes opportunities for growth and development from multiple sources.
- Sees failure as an opportunity to learn from past results and continues to learn and grow.

- Recall a time when your manager was unavailable when a problem arose. How did you handle the situation? With whom did you consult?
- Describe a time when you volunteered to expand your knowledge at work, as opposed to being directed to do so.
- What would motivate you to make a move from your current role?
- When was the last occasion you asked for direct feedback from a superior? Why?
- What's the biggest career goal you've ever achieved?

Influencing Stakeholders

The ability to gain others' support for ideas, proposals, projects, and solutions.

Key Behaviors:

- Inspires and persuades others to voluntarily follow direction, pursue and achieve goals, and adopt new positions or opinions.
- Promotes the creation of shared mission, vision, and values, and uses those principles to guide actions.
- Displays a positive attitude about the work to be done, co-workers, customers, management, and employer policies.
- Addresses issues in an open, constructive, professional manner, and persuades others to approach issues in the same manner.
- Leads by example and sets standards for professional behavior. Helps those in need of assistance, regardless of rank.
- Shows dedication in completing the work that must be done.

- Sometimes despite your best efforts, it is not possible to reach an agreement with others on a mutually acceptable resolution to a problem. Describe a time when you found yourself in this situation and how you addressed it.
- Leaders are required to cooperate with others from across the organization as well as with external stakeholders. Tell us about a time you collaborated with others to achieve mutual goals and meet the organization's strategic goals and objectives.
- Give us a specific example of when you understood the concerns of others in order to reach a win-win solution to a difficult or sensitive organizational issue.
- Tell me about a time that you inspired someone to work hard to do a good job. How did you do it? What was the result?
- Give me an example of a time that you were able to get someone outside of your department/ team to cooperate with you on an important project/assignment.

Category

Questions

Initiative

The ability to recognize and create opportunities. Takes action beyond what is required. Completes assignments independently without constant supervision. Volunteers to take on new assignments.

Key Behaviors:

- Demonstrates a sense of urgency, motivation, and tenacity in achieving objectives.
- Pursues increased challenge and accountability in project tasks.
- Takes responsibility for personal development and the realization of objectives.
- Remains determined in the face of obstacles or pressure.

- Have you ever suggested new ideas to your manager? What were they and what happened?
- Tell me the steps you have taken to improve your skills or performance. What was the result?
- What do you do differently from your peers that makes your work unique? Give me an example.
- What would you describe as your greatest professional/work achievement? How did you achieve it?
- Give me an example of a time when you took on a responsibility that was not assigned to you but needed to be done.
- What has been your most original idea in your work? What have you done to implement this idea successfully?
- Describe your standards of success in your job. What have you done to meet those standards?
- Describe a situation in which your results did not meet your manager's expectations. What happened? What action did you take?
- Tell me about a time when your work was above standard and a time it was below standard. What were some reasons for the difference in performance?

Category

Questions

Integrity

Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

Key Behaviors:

- Respects and maintains confidentiality.
- Tells the truth and is honest in all dealings.
- Treats others fairly and with respect.
- Takes responsibility for own work, including problems and issues.
- Uses applicable professional standards and established procedures and policies when taking action and making decisions.
- Identifies ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them.
- Anticipates and prevents breaches in confidentiality and/or security.

- Can you give me an example of a time that you had to bend an organizational practice or policy to get your work done more efficiently?
- Have you ever been faced with a situation when the line between confidential information and public knowledge was blurred? What did you do?
- Have you ever been in a situation where your manager asked you to do something that you did not think was appropriate? What did you do?
- Have you ever been put under pressure in order to act against your feelings? What did you do? What did it do to you afterwards?
- Has it happened to you recently that you could not meet an appointment? Can you explain the reason for this? What did you do in order to mend the situation?

Knowledge Management

Establishes and provides on-going support of knowledge management processes and tools in order to ensure continued organizational viability and progress toward vision.

Key Behaviors:

- Identifies and deploys the necessary resources to effectively capture and distribute knowledge.
- Provides on-going support of processes and systems that identify, capture, distribute and reuse knowledge.
- Cultivates a learning organization by encouraging and rewarding knowledge sharing and reuse.
- Stays abreast of leading practices and tools in knowledge management.
- Models desired knowledge sharing behaviors.

- Attrition is natural in any organization, retirement and turnover can be a challenge because it creates a knowledge gap. How have you addressed this challenge in previously? What steps did you take to ensure the transfer of knowledge?
- Provide examples of how you demonstrate commitment to knowledge sharing and reuse.
- Describe a time when you were instrumental in developing a knowledge sharing program, process, or event. What was the impetus for the program, process or event? What was your role?
- Describe how you have created an environment of learning and knowledge sharing and reuse in the past.
- Describe how you hold employees accountable for knowledge sharing and reuse.

Category

Questions

Leadership

Keeping the organization's vision and values at the forefront of associate decision-making and action.

Key Behaviors:

- Creates a positive work environment where all staff are motivated to do their best.
- Conveys confidence in a group's ability to prevail over challenges to reach its goals.
- Links mission, vision, values, goals, and strategies to everyday work.
- Sees the potential in others and takes opportunities to apply and develop that potential.
- Takes calculated risks to improve performance, try a fresh approach, or reach a challenging goal.
- Sets clear, meaningful, challenging, and attainable group goals and expectations that are aligned with those of the organization.
- Suggests and asks for others' ideas to improve quality, efficiency, and effectiveness.

- Tell me about the last time something significant didn't go according to plan at work. What was your role? What was the outcome?
- Tell me about the last time something significant didn't go according to plan at work. What was your role? What was the outcome?
- Give me an example of a time when you felt you led by example. What did you do and how did others react?
- Tell me about the toughest decision you had to make in the last six months.
- What strategies have you used to communicate a major new directive from senior management to employees? Which strategies have worked, and which have not?
- Tell me about a time when you helped others shape priorities to reflect the organization's vision and values.
- Tell me about a time when you communicated a major change in your organization's vision and/or values to others. How did you do that?
- Share an example of someone you mentored? What activities did you perform? What was the result of your mentoring?
- Share an example of when you helped develop someone who did not report to you. What was your relationship with this individual? What prompted you to help him/her?

Category

Questions

Listening Skills

Practices attentive and active listening; has the patience to hear people out; accurately restates the opinions of others even when he/she disagrees. Actively attends to both what is said and nonverbals used.

Key Behaviors:

- Gives the speaker undivided attention and appears interested in the message (e.g., maintains eye contact, nods).
- Attends to verbal and non-verbal cues that create a deeper understanding of the message.
- Allows others to speak without unnecessarily interrupting them.
- Asks clarifying questions that elicit clearer or more detailed information.
- Confirms understanding by paraphrasing or summarizing what others have said.

- Describe a good listener.
- How good are your listening skills and how do you know?
- Give an example of when you were picking up some non-verbals. Were they positive or negative and how did they impact your actions?
- Tell me about a time when you were listening to someone and weren't clear on what they were trying to communicate. How did you handle it?
- Describe a time when you and someone else ended a conversation with a different understanding. How did you learn about the miscommunication, what did you do, and what was the outcome?
- Tell me about a time when an associate or team member was rambling on and on, or talking excessively. How did you handle it?
- Tell me about a time when you strongly disagreed with what was being said. What did you do?
- Give me an example of when listening to an important message was difficult because you were preoccupied or the speaker's communication was unclear. What did you do to grasp the key points?
- Tell me about a time when you "spoke to soon" as a result of not listening. What was the result?
- How do you signal other people that you're listening to what they say?
- What kinds of things do you do to be sure you accurately understand verbal information given to you?
- Think back to some instances where you misunderstood verbal information given to you. Why did this happen? What did you do in each case to correct the situation?

Category

Questions

Marketing Skills

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

Key Behaviors:

- Effective written and verbal communication skills.
- A high level of attention to detail.
- Ability to work effectively within a team and independently. Experience using computers for a variety of tasks.
- Ability to develop multi-channel marketing plans.
- Understands how to measure the success of marketing initiatives.
- Proactively assess and spot new marketing opportunities.
- Manage long-term strategic goals.

- What's the difference between marketing and selling?
- Tell me about a mistake you made during a project or at a certain point in your career.
- What techniques do you use to measure the quality of your work? What steps do you take to ensure the desired quality is achieved?
- What were your content promotion strategies?
- What social media channels do you have experience with?
- Which analytics platforms are you familiar with?
- Have you ever had to reconcile contradictory or misleading metrics from different platforms?
- Tell me about a time where you recommended a certain action that turned out to be incorrect.
- What is an innovative new marketing strategy that you'd like to implement while in this position?
- Tell us about a product that you successfully marketed. What was your strategy?

Category

Questions

Motivating Others

Inspires others' commitment to their work and organizational excellence.

Key Behaviors:

- Helps others see the personal benefits of doing their job well
- Encourages others to do their best.
- Looks for and uses new, creative ways to motivate others.
- Acknowledges achievements and contributions.
- Helps others identify their long range plans and goals.
- Maintains and communicates a positive, yet realistic outlook, in spite of organizational challenges in order to sustain morale.
- Recognizes and tackles morale problems.
- Uses a variety of approaches to energize and inspire others.
- Communicates a vision of excellence for others that motivates them to improve.

- Describe a situation in which there were organizational challenges, yet you were able to maintain motivation and morale amongst your employees.
- Describe a time when you had to manage people to accomplish a difficult or undesirable task. How did you motivate them?
- Provide examples of the various approaches you used to motivate different people based on their individual traits. How did you determine best approach for each individual?
- Describe a situation in which you used a creative approach to motivate others.

Category

Questions

Influence and Negotiation

The ability to obtain maximum results from meetings in which interests conflict both in terms of content and maintaining good relations.

Key Behaviors:

- Presents interests in ways that foster the understanding and resolution of problems. Seeks to understand others' interests.
- Gains other parties' trust by being honest, respectful, and sensitive to their needs. Knows when to be gentle and when to be assertive and acts accordingly. Avoids ultimatums.
- Questions and counters others' proposals without damaging relationships. Explains ideas or positions that gain acceptance or agreement. Works from facts and a strong knowledge base.
- Remains open to many approaches to address needs or resolve issues. Seeks suggestions from other parties.
- Seeks common interests and win/win solutions or mutually agreeable trade-offs.

- Tell me about a time when you and another person were on opposite sides of a work-related issue. How did you handle it? What was the outcome?
- Describe a time when you and a peer, coworker, direct report, team member, or customer could not reach an agreement on a work-related issue. What was the result?
- Tell me about a complex negotiation that you were responsible or accountable for (e.g., with customers, suppliers, other departments, etc.). How did you handle it and what was the result?
- Describe a situation where you initially disagreed with a peer, coworker, team member, or customer yet managed to negotiate an outcome. Was the outcome a win-win? Why and if not, why not?
- Tell me about a time when you felt it was necessary to compromise your position on a project or assignment and why?
- Describe a time when you had difficulty getting everyone on a team to agree to an objective, goal, timeline, etc. What was the outcome?
- Give a specific example of your success at bringing several conflicting parties to consensus in a negotiation situation. What actions did you take or what did you do?
- What experience have you had negotiating contracts with customers or outside vendors? Give some examples.
- What are some of the negotiating techniques and approaches you developed in working with customers that you believe has helped you the most?
- Describe a time when you had to use a different approach because your initial approach failed to sell or persuade another.
- Tell me about the most successful time you sold an internal/external customer a product or idea. What did you do to make it successful?
- Tell me about a time that you felt you had a good idea for solving a problem but were unable to convince others to try your idea. What did you do? Why was it rejected?
- Describe a complex situation in which you convince others to examine different approaches surrounding a contentious topic.

Category

Questions

Organizational Agility

Knowledgeable about how organizations work; gets things done both through formal and informal channels; effectively maneuvers through complex political situations.

Key Behaviors:

- The ability to understand and use the power of relationships at the University or elsewhere to get things done.
- Understands organizational culture and politics.
- Predicting how actions and/or events will affect both staff in general as well as specific groups inside the University.
- Understands the overall climate and culture: Recognizes implicit limits at the University, what can and cannot be done at certain times or in certain positions.

- Discuss a time when you worked with individuals in a different department to accomplish a goal. How did you build and leverage relationships? What was the outcome?
- Discuss an inter department project or committee with which you have been involved. What was the goal of this project? How did you accomplish that goal? What was your role?
- Being cognizant of the inner-workings of a large state agency can be very useful in achieving results within your own organization. Discuss how you have leveraged your knowledge of State Agencies such as the University and/or key personnel to achieve a desired result.
- Discuss a situation in which new legislation or a national or international policy caused you to make a change in your organization. How did you learn of the legislation or policy? How did you respond to it?

Out of the Box questions

These are more unusual questions that can be used to assess creativity, and quick thinking. They can also be used to break up the intensity of an interview process.

- Why *shouldn't* I hire you?
- What are two things about your leadership style that I wouldn't know by looking at your resume?
- Describe yourself in 240 characters or less
- What is one piece of critical feedback that you have repeatedly received throughout your career that you struggle to correct?
- What are you like on your worst day in the office?
- How would your manager describe you? How would your best friend describe you?
- It's 12 p.m. one year from now... What are you doing?
- Do you have hobbies outside of work?
- If you were a brand what would your tagline be?
- What advice would you give your previous boss?
- Describe your creative process.

Category

Questions

Performance Management

Develops and implements strategies that optimize individual performance within the organization.

Key Behaviors:

- Develops and uses measures and rewards to increase performance.
- Translates new performance management policies into actionable plans for one's own organization and holds self and others accountable to complying with the plan.
- Customizes an organizational approach to performance management by balancing the organization's unique cultural characteristics and constraints with the requirement to comply with performance management policy.
- Holds self and others accountable for complying with performance management policy and procedures.
- Sets clear, well-defined outcomes for work activity for the organization and tracks progress.
- Establishes means of measuring performance and objectives.
- Seeks performance feedback from supervisors, peers and subordinates.
- Addresses performance problems promptly.
- Regularly gives performance feedback to others.

- Provide an example of how you tailored the standard performance management process to best suit your organization and maximize performance of your direct reports. How were you able to align your approach with the overall process?
- Describe how you have used measures and rewards to optimize performance in your organization. What was the result?
- Describe a time when you had to give difficult feedback to someone. How did he/she respond? What was the outcome?
- Describe the time you were most successful helping a direct report or co-worker improve their work performance. Why was this your most successful example?
- Describe a time when you solicited feedback from others. What motivated you to do this and how did you approach this? What did you do with the feedback received?

Category

Questions

Planning and Organizing

Coordinates ideas and resources to achieve goals.

Key Behaviors:

- Identifies the sequence of tasks and the resources needed to achieve a goal, and prioritizes key action steps. Anticipates the impacts and risks of decisions and actions.
- Seeks and uses others' input about critical actions, timelines, sequencing, scope, methodology, expected outcomes, and priorities. Sees potential challenges and opportunities, and adjusts plans based on input.
- Creates realistic schedules for projects and follows them. Evaluates progress against schedule and goal.
- Monitors and evaluates social, fiscal, and political trends that affect the plan. Prepares strategies to deal with problems or drastic changes.
- Evaluates proposed actions and timelines against organizational mission and values. Integrates the current plan with other plans as needed to achieve the overall mission.

- Describe your system of planning and organizing your work. Give me an example of how this system helped you do your job.
- Walk me through a recent or typical workday and explain how you planned the day's activities.
- Tell me about a time you were faced with conflicting priorities. How did you determine what was the top priority?
- Tell about a time you were responsible for planning an event and had very limited resources. How did you overcome this obstacle?
- Tell me about a time when you had to juggle several projects at the same time. How did you organize your time? What was the result?
- Tell me about a project that you planned. How did you organize and schedule the tasks?
- Describe a time when you felt stressed or overwhelmed. How did you handle it?
- Give an example of a time when you delegated an important task successfully.
- How do you determine what amount of time is reasonable for a task?

Category

Questions

Problem Solving

Resolves difficult or complicated challenges

Key Behaviors:

- Frames problems before trying to solve them. Breaks down problems and identifies all of their facets, including hidden or tricky aspects.
- Shows insight into the root-causes of problems. Generates a range of solutions and courses of action with benefits, costs, and risks associated with each.
- Probes all fruitful sources for answers, and thinks 'outside the box' to find options. Uses the good ideas of others to help develop solutions. Seeks advice from those who've solved similar problems.
- Tests proposed solutions against the reality of likely effects before going forward; looks beyond the obvious and does not stop at the first answers.
- Evaluates the chosen course of action after it has been implemented to determine its worth and impacts.

- Give me an example of a time you were unsure what your internal/external customer wanted. How did you handle the situation?
- Tell me about a time that you had to get information by asking many questions of several people. What was the result?
- Describe the biggest work-related problem you recently faced. How did you handle it?

Category

Questions

Process Improvement

Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; sees opportunities for synergy and integration where others can't; simplifies complex processes; gets more out of fewer resources.

Key Behaviors:

- Aligning Processes with Business Strategy.
- Discovering and Modeling Processes.
- Measuring Processes.
- Analyzing and Benchmarking Processes.
- Improving Processes.
- Managing the Changing of a Culture.

- Give me an example of a time when you recognized an opportunity for process improvement in your department or group. What did you do?
- Tell me about a time when you felt it would benefit the situation to disregard structure or formal processes to achieve a better outcome. What were the circumstances? How did it turn out?
- What types of measurements do you build into the project processes that keeps you informed of the project progress?
- Describe a time when you analyzed student success data, identified an opportunity for improvement, and partnered with others to implement the improvement.
- Describe your experience with strategic planning and outcomes assessment. Provide an example of a particularly meaningful goal or objective and how you measured success.
- Think back to a challenging project or task in which you encountered obstacles. How did you anticipate and overcome those obstacles?
- What types of measurements do you build into project processes that keep you informed of the project progress?
- Discuss an inter-department student success project or committee with which you have been involved. What was the goal of the project? How did you accomplish that goal? What was your role?
- People are often fearful of change. Tell me about a specific situation and some actions you took to smooth the process of change for others. Which actions were successful and which were not?
- Describe a time when you had to reconcile contradictory or misleading metrics from different data sources.

Category

Questions

Project Management

Must be able to plan and manage projects, activity schedules, resource allocation, time scales and timelines with associated budgets in order to deliver projects on time, within cost and at the required quality level.

Key Behaviors:

- Defines the project's scope and objectives.
- Develops and writes project charters.
- Plan resources (time, money, materials, consultants/service providers) for the execution of project.
- Implements, executes and monitors projects.
- Re-plans or manages the re-planning of projects as part of daily project management.
- Produces or manages the production of project deliverables or outputs that are within budget and at the right quality levels.

- How much experience have you had designing work projects and/or programs? Give some examples.
- To what extent do you believe creativity has a place in the program planning process? Give me some examples of when you have demonstrated creativity.
- When identifying the causes of project problems. How do you decide who is responsible to see that they're corrected and under what conditions? What follow-up is necessary?

Risk Management

Plans and implements measures that avoid, overcome or compensate for elements of risk.

Key Behaviors:

- Examines and defines factors that could adversely affect project task completion, delivery of contractual work products or achievement of customer satisfaction.
- Ensures compliance with contractual obligations.
- Quantifies and assigns probabilities to risks and opportunities.
- Develops solutions to mitigate risk and maximize value.

- Describe a time when you were asked to undertake a course of action or project that conflicted with your assessment of the situation and in your opinion, involved significant risk. What was your approach to achieving the stated goals? How were you able to mitigate the risks?
- Describe a time when you had a project that would not meet the completion time due to certain factors. How were you able to overcome the defined factors and ensure that the project stayed on track?
- Think back to a challenging project or task in which you encountered obstacles. How did you anticipate and overcome those obstacles?

Category

Questions

Student Services

Must be able to achieve excellence in delivering the planned student service outcomes (i.e. service levels and standards) for the department and monitoring the unit's service delivery in order to achieve the service delivery targets and to ensure the highest level of student care and student satisfaction.

Key Behaviors:

- Listens and responds to student needs within legislative frameworks, and policy guidelines.
- Clarifies the student's interests or expectations, when doubt exists.
- Makes sure that student needs or requirements are met.
- Regularly takes steps to improve the quality of services produced by the work-unit.
- Establishes plans and programs for satisfying the student's needs and expectations.
- Delivers services to students within the agreed service levels.

- Describe a time when you encountered a student who was upset or angry. What did you do?
- Give an example of a time when you successfully coordinated a conference, workshop, or other event. Walk us through the steps you took from the planning stage to implementation.
- Tell us about a time when you went above and beyond to provide excellent service to a customer or student.
- Advising
- This position involves advising students with very diverse backgrounds, interests, and abilities. What experience do you have supporting different student populations?
- What do you think are the most important things students should consider when choosing a major or career path?
- How would you describe your philosophy of advising?
- What do you know about our institution's academic advising practices?
- At times, this position will require you to break disappointing news to students about their grades, curricular options, outcome of a petition, etc. Describe a time when you had to give a student negative news. What was your approach, and how did they respond?
- Admissions
- Tell me about a time when you had to sell a product or idea.
- How would you describe our school/program to a prospective student?
- Give an example of a time that you failed. How did you overcome it?
- What ideas do you have to increase the quantity and quality of applicants for our school/program?
- What would you say to a student who is interested in our school/program, but has expressed serious financial concerns?
- How would you evaluate a prospective student to determine if they are a good fit for our school/program?
- What are some ideas you have for increasing student enrollment and retention in this role?
- Career Services

Category

Questions

- What would you do to help a student who was unsure of their career path?
- How would you advise a student who wants to know how to find an internship in a specific industry?
- How would you handle a student who was feeling down after being rejected from their dream job?
- How would you describe your philosophy of career advising?
- Around which career development topics have you delivered presentations or workshops?
- Do you have any experience giving assessments such as MBTI, Strong Interest, StrengthsFinder?
- What do you know about work authorization for international students in the U.S. (CPT and OPT)?
- What is one new idea you have for a career services program or resource that would benefit our students?
- Tell us about your experience building relationships with employers.
- Imagine that you are in charge of coordinating an industry panel for our students. You had three panelists lined up, but the day before the event, two of them cancel unexpectedly. What do you do?
- Service Learning
- Tell us about your personal experiences with service-learning, volunteering, and/or experiential education when you were a college student.
- What social causes are you most interested in and why?
- Which do you think is a more important outcome of service-learning experiences: learning and development of the student volunteers, or positive impact on the host community?
- How would you go about selecting a site for a community service project?
- Multicultural Affairs
- Tell us about your experience working with diverse college students.
- Do you have any experience developing, implementing, or assessing programs related to identity development?

Category

Questions

- Please describe one way in which you would work towards creating a more inclusive campus environment.
- What do you think are the major challenges that students face as part of an underrepresented group on our campus?
- What does social justice mean to you?
- How do you define allyship?
- Choose a student development theory and tell us how you would apply it in this role.
- Give an example of a new program, event, or service you would develop to support LGBTQ student success at this institution.
- What do you think are the major issues that affect LGBTQ students at our institution?
- Orientation & New Student Programs
- This position involves planning orientation programs tailored to different student populations, including transfer students, international students, and first-generation students. Describe your experience working with these populations.
- Give an example of a time when you interacted with a difficult parent or family member. How did you resolve the situation? What was the outcome?
- Tell us about your experience in planning and coordinating large, complex events with several thousand attendees.
- Please describe a program you developed to help new students integrate into your institution.
- Tell us about your experience supervising student employees. What was the most difficult part? How did you help facilitate their growth as leaders?
- Tell me about a time when you had to mediate a conflict between two students or staff members.
- What experience do you have dealing with crises and/or students of concern?
- Do you have any experience related to student conduct?
- What steps would you take to support your staff in addressing students who have violated policies?
- Do you have any experience working with first-generation students and/or students from low-income backgrounds?

Category

Questions

- What strategies do you use to connect with these students?
- Tell us about your own college experience. What factors influenced your decision to go to college? Did you ever fail a class?
- You have been asked to deliver a 2-3 minute presentation to high school seniors and their parents, giving an overview of the value of pursuing higher education. Please take a few moments and then deliver your presentation to us, covering all the points you think are most important.

Teamwork

Promotes cooperation and commitment within a team to achieve goals and deliverables.

Key Behaviors:

- Knows and supports teammates' work and deliverables. Helps teammates who need or ask for support or assistance.
- Acknowledges and celebrates the achievements of teammates. Praises the team and its achievement to others.
- Encourages team unity through sharing information or expertise, working together to solve problems, and putting team success first.
- Helps remove barriers to team productivity and success.
- Ensures joint ownership of goal setting, commitments, and accomplishments. Involves everyone on the team.

- Tell me about a time when you had to work with a team member who was not pulling his/her weight. How did you handle it?
- Tell me about the most effective team you have worked with. What made them effective? What role did you play in the team?
- Have you ever helped a coworker improve his or her performance at work? Tell me about a specific instance.

Category

Questions

Tolerance for Stress

Maintains composure in highly stressful or adverse situations.

Key Behaviors

- Handles high workloads, competing demands, vague assignments, interruptions, and distractions with poise and ease.
- Remains steady or thrives under pressure, using it to fuel productivity and efficiency.
- Stays calm and maintains focus in turbulent, threatening, or emergency situations. Makes rational decisions and continues to perform effectively.
- Provides direction in crisis situations. Defuses potentially violent people or situations, calming others and removing them from harm.

- Describe one of the most challenging interactions you have had with an internal/external customer. What happened?
- Describe the most stressful work situation you have faced. Why was it stressful and how did you react?
- Tell me about a time that you faced unrealistic/unreasonable goals or expectations. How did you respond/handle it?

Category

Questions

Vision

Builds and shares a compelling view of the direction, or sense of purpose of the organization to engage and motivate others toward a common goal.

Key Behaviors:

- Takes a long-term view of the organization and its surrounding environment.
- Anticipates factors or future trends shaping the organization to craft the vision.
- Articulates a sense of purpose for the organization.
- Conveys a shared, concrete vision of the desired state which provides the basis for formulating organizational strategies and goals.
- Demonstrates an optimism and sense of urgency that inspires others to embrace the vision.
- Influences/motivates others to translate the vision into action.

- Describe the culture of your current organization. How did you influence/drive that culture?
- Describe a time when you developed and executed a vision in an organization. How did you go about the task? What was the result? How did you communicate the vision? How did you translate the vision into action?
- Describe a time when you demonstrated the ability to think progressively and look beyond the present situation in order to develop a plan that led to future success.
- Discuss a time when you had to rally your organization around a common goal or vision. What was the vision? How did you gain buy-in into the vision?
- Describe a situation in which you were involved in creating a vision based on your anticipation of future trends.
- Tell us about an experience in which you had a limited amount of time to make a mission critical or politically sensitive decision with significant organizational impact.
- What was the decision?
- What factors did you consider?
- What was the impact of your decision on the organization?
- To successfully lead an organization into the future, a leader must be able to create and share a vision that inspires people to follow. In your past experience, what specific steps have you taken to successfully create a vision for an organization, and how did you make sure that the entire organization had a common understanding of the vision and was aligned to meet the vision.
- Describe a time when you had to develop or shift individual and organizational goals to accommodate a larger organizational vision.
- Describe a situation where you were able to align personnel and resources and drive them towards the accomplishment of organizational vision and objectives. How did you gain commitment to the vision and objectives? What was the result?