

## Sample Interview Questions by Competency

### General Technical and Training

1. What skills, education, and experience do you bring to this position?
2. How do you stay abreast of current issues in your work?
3. How do you keep current on your computing skills and have you taken any formal courses?
4. If you were the successful candidate, what would you do over the first couple of months to familiarize yourself with the position, the unit and the department?
5. What do you think are your strengths and what would you describe as your limitations or areas for improvement? Probing question: What steps have you taken to strengthen these areas?
6. What aspects of your current work do you enjoy and do well? Conversely, what aspects of the work do you not enjoy?

### Communication Skills

1. What do you perceive to be your communication strengths and what would be one area you would like to improve upon?
2. What is your experience communicating with individuals at all levels within an organization (in writing, in person, or for presentations)?
3. Tell us about a time when you initially met with resistance to an idea but ended up gaining acceptance.
4. How do you know if a presentation went well and conversely, when it didn't?
5. Describe a time when you had to adjust your communication style to ensure your message was understood.
6. Describe the last time you had a good idea and were able to gain acceptance from your clients.
7. Tell us about a time when you had to communicate and negotiate with multiple stakeholders in order to achieve consensus.

### Interpersonal Skills

1. How do you build a good working relationship with your co-workers and supervisors?
2. What would you describe as some of your key strengths in dealing with people?
3. Tell us about a time when you helped a co-worker learn a new task or solve a problem.
4. Provide an example when you reacted to constructive feedback and improved your performance.

5. How do you handle a difference of opinion with someone in the workplace?
6. Tell us about a time when you were successful in mediating a conflict between two co-workers/team members.
7. Describe a conflict situation with a co-worker or a supervisor and tell us how it was resolved.  
Probing question: Would you do anything differently if a similar situation arose today?
8. With what kind of management and leadership style do you work best under?

### **Time Management**

1. Tell us about a particularly busy time in your current role and describe how you managed the work.  
Additional probe: Did your supervisor give you any feedback?
2. Just as there are busy times, there are also slower times; describe how you've managed both types of situations in previous jobs?
3. Tell us about a time when you had to juggle different tasks in order to meet a deadline and describe which processes were most effective for you?
4. When was the last time you worked over-time to meet a project deadline or to respond to the volume of work?
5. Tell us about a time when you were challenged with multiple time sensitive tasks and describe how you managed?
6. Tell us about a recent project that you managed that came in on time and within budget.

### **Teamwork**

1. Tell us about your most recent experience working as part of a team; describe what went well and also what some of the challenges were.
2. Tell us about a time when you helped to resolve a conflict within the team.
3. Tell us about the most significant contribution you were able to make as a team member.
4. What do you see as the advantages of working as part of a team? What are the disadvantages?
5. Tell us about a time when you experienced difficulty following a team decision.
6. Describe an instance when you extended extra effort to remain positive in spite of a negative environment.
7. Describe some of the techniques you have used to motivate your team.
8. If we spoke to some of your team members, what words do you think they would use to describe you?

9. Tell us about the most challenging situation that you have faced when leading a team and what you did.
10. Tell us about a time when you were most successful in leading a group toward accomplishing an important goal.
11. When working as part of a team, what role do you find yourself taking?

### **Customer/Client Service**

1. Describe your experience working with clients and providing customer service?
2. Tell us about a time you went the “extra mile” for a client (can also be a work colleague).
3. Describe how you balance client service with high volumes of work.
4. Tell us about a difficult client situation and describe how you managed it.
5. Provide an example when you took the time to clearly and completely explain a concept or procedure to a client and describe the result.
6. Tell us about a time when you had to adjust your schedule in order to assist a client.
7. Another employee has come to you with a request that is clearly out of your area of responsibility – how would you handle this situation?

### **Adaptability / Flexibility / Initiative**

1. Describe a time when you successfully managed a change in priorities.
2. Provide an example that demonstrates your ability to take initiative.
3. How do you cope with negative feedback or criticism about your work whether it’s from a client, colleague or supervisor?
4. Tell us about a time when you undertook a project that demanded a lot of flexibility.
5. Describe a time when you foresaw a problem and took steps to avert it.
6. Describe a time when you implemented a procedure to help your job or unit run more efficiently.
7. Tell us about an organizational policy or procedure that you had some role in changing and describe the situation.
8. In large organizations, following organizational policy is important. Can you think of a time when you followed a company policy with which you didn't fully agree with?

### **Decision Making and Problem Solving**

1. Describe a time when you had to make a decision without having all of the facts and your supervisor could not be reached.
2. Tell us about a decision you had to make on the spot in order to solve a problem and describe the result.
3. How do you determine when a decision is yours to make or when you should consult others?
4. Tell us about a decision you made that you later regretted and describe what you did to rectify the situation.
5. What approach do you take when you are experiencing difficulties solving a problem?
6. Tell us about an innovative solution you developed and implemented within your organization.
7. Tell us about a time when you were able to detect a potentially serious setback and took steps to avert it.

### **Supervisory Skills**

1. How would you describe your supervisory style?
2. Describe your experience in managing staff performance (e.g. performance management)
3. Describe a time when you had to inform staff of a change in procedures and tell us about your approach in leading or implementing the change.
4. As a supervisor, you may have to get involved in resolving employee disputes; describe your experience in similar situations?
5. Tell us about a disagreement you helped to resolve between staff and clients and describe the process and the results that were achieved.
6. Describe your leadership style and techniques.
7. What do you see as differences between managing and leading?