

## General Interview Questions:

1. What made you apply at the school?
2. When we call your previous employers what are they likely to tell us about your dependability and attendance?
3. In what kind of a work environment do you perform best?
4. Tell me about a past supervisor that you liked working for. Why did you like working for them?
5. Are you able to work shifts? Weekends? Are you available for business travel?
6. ASB/ASD is a non-smoking campus and prohibits the use of tobacco, drugs or alcohol while on campus. Are you willing and able to abide by this policy?
7. Take me through a day in your previous job.
8. After reading the job description, describe how your work experience relates to this job.
9. What skills do you have that would set you apart from the other candidates that will be interviewed?
10. Why do you want to leave your current employer?

## Judgment and Decision-making

1. Tell me about a tough decision you had to make recently, how did you go about making the decision?
2. Tell me about a time when you made a serious mistake. How did you correct this error?
3. Tell me about a difficult workplace situation where you had to step outside of your normal role.
4. Tell me about a time when you disagreed with your supervisor. How did you handle the situation?
5. Tell me about a time when you followed a policy that you did not agree with. How did you handle the situation?

## Adaptability

1. Tell me about a challenge you faced when dealing with colleagues from diverse backgrounds, how did you handle it?
2. Tell me about a time when you had to adapt quickly to a new procedure or policy.
3. Tell me about a time you had to change your approach to a situation because your initial attempts were unsuccessful.
4. Tell me about a time you had to adjust to a new manager who had a different management style than what you were used to.
5. Tell me about a time when you were working hard to complete a task and you were asked to leave that task before completing it and start a different job. What were the results?

6. Tell me about a situation in which you had to get around a major obstacle to complete a project.

#### Problem Analysis/Problem solving

1. Tell me about a time you had to evaluate a large amount of information to sort out a problem. Talk me through the step you took.
2. How do you go about getting the relevant information necessary to understand a problem in order to be able to decide on a possible solution?
3. Describe a situation the applicant will face in this position. Ask how the applicant would solve the problem.
4. Give a specific example of when you had to sort out a complex problem for a dissatisfied customer.
5. Describe any innovations you successfully made in you last job.

#### Planning and Organizing

1. How do you organize your daily schedule and prioritize your activities?
2. Tell me about a time when you had to reprioritize quickly to meet changing demands. What steps did you use to make the decision about what could wait and what needed to be done immediately?
3. Give me an example of how you had to multitask to meet your deadlines.
4. Tell me about a time when you had set a goal for yourself and how you went about accomplishing it.
5. Tell me about a time when you were unable to meet a deadline. How did you determine that you would not meet the deadline and what did you do about it?
6. Were you responsible for coordinating any events, projects or programs?

#### Attention to Detail

1. Take me through the process you use to check that you have the correct information to perform an assignment.
2. How do you check for errors in your work?
3. Describe a project you worked on that involved a large amount of detail. How did you manage it?
4. Tell me about a time that you had a confusing interaction with another employee or customer. How did you clarify things?
5. Give me an example of the last time you had to learn something new such as a new software application or procedure. What steps did you take to learn that something new?

- Describe a time that you picked up on an error or problem that had been overlooked by others at work.

#### Communication Skills

- Sometimes people’s emotions can get in the way of resolving a conflict. Describe a time when your communications skills helped diffuse a tense situation. What was the situation and what exactly did you do or say to help?
- What are people likely to misunderstand about you?
- If you were giving your new coworkers a “user’s manual” to you to accelerate their getting to know you process, what would you include in it?
- Describe a time when you had to deal with a coworker that had an annoying habit. What did you do and what were the results?
- Give me an example of a time when you were able to successfully communicate with another person even when that individual may not have personally liked you or vice versa.

#### Stress Tolerance

- Tell me about a recent situation with a customer that really tested your patience.
- Tell me about a time when you experienced conflicting work demands, how did you respond?
- Tell me about a time when your unit was short staffed. How did you handle the situation?
- Tell me about a time when you had to go above and beyond the call of duty to get a job done.
- Describe the busiest work situation you have recently experienced.
- Describe the last time you were criticized by a peer or supervisor. How did you handle it?

### The 12 core competencies identified for job success

Competency	Key Actions
Decision Making	Uses sound judgment to make good decisions based on information gathered and analyzed. Considers all pertinent facts and alternatives before deciding on the most appropriate action. Commits to decision.
Teamwork/Collaboration	Interacts with people effectively. Able and willing to share and receive information. Co-operates within the group and across groups. Supports group decisions. Puts group goals ahead of own goals.

Work Standards	Sets and maintains high performance standards. Pays close attention to detail, accuracy and completeness. Shows concern for all aspects of the job. Follows up on work outputs.
Motivation	Displays energy and enthusiasm in approaching the job. Commits to putting in additional effort. Maintains high level of productivity. Self-directed.
Reliability	Takes personal responsibility for job performance. Completes work in a timely and consistent manner. Sticks to commitments.
Problem Solving	Analyzes problem by gathering and organizing all relevant information. Identifies cause and effect relationships. Comes up with appropriate solutions.
Adaptability	Adapts to changing work environments, work priorities and organizational needs. Able to effectively deal with change and diverse people.
Planning and Organizing	Plans and organizes tasks and work responsibilities to achieve objectives. Sets priorities. Schedules activities. Allocates and uses resources properly.
Communication	Expresses ideas effectively. Organizes and delivers information appropriately. Listens actively.
Integrity	Shares complete and accurate information. Maintains confidentiality. Adheres to organizational policies and procedures. Meets own commitments.
Initiative	Takes action to influence events. Generates ideas for improvement, takes advantage of opportunities, suggests innovations, does more than required.
Stress Tolerance	Displays emotional resilience and the ability to withstand pressure on an on-going basis. Deals with difficult situations while maintaining performance. Seeks support from others when necessary. Uses appropriate coping techniques.

#### Accounting

1. Which accounting applications are you familiar with?
2. Describe an accounting process that you have developed or sought to improve.
3. Describe a time when you had to use numerical data or a graph to convince a manager.
4. Describe a time when you faced a demanding deadline for preparing a financial report. How did you meet the goal or did you meet the goal?
5. How do you ensure accuracy when preparing journal entries or recording transactions?
6. Describe a time when you had to explain an accounting issue to someone without an accounting background. How did you help them to understand the situation?

7. What is trend analysis and how do you set the parameters and gather the information?
8. How do you prepare a cost analysis?
9. How do you identify and research a variance?
10. What types of data base software are you familiar with?

#### Administrative Questions

1. What software packages are you proficient in? Are you available to take an assessment on these skills?
2. What sort of documents have you produced on Excel? What is the most complicated thing you have done on Excel?
3. What sort of Word documents have you been responsible for typing?
4. What type of data base software are you familiar with? How do you maintain a data base?
5. What reports did you have to compose, format or check and distribute?
6. What experience do you have with planning meetings?
7. Describe how you handled your manager's schedule.
8. How many people have you kept a calendar or schedule for?
9. What types of meetings, conferences or special events have you been responsible for?
10. Describe the record keeping that you have been responsible for.
11. What types of inquiries have you responded to?
12. What sort of confidential information have you had to deal with? What security measures did you take to ensure this information was kept confidential?
13. Are you comfortable using a phone with multiple lines and handling a high volume of calls?
14. How do you handle walk in visitors and a ringing telephone?
15. What types of employee records have you dealt with?
16. What type of schedule do you use to order and maintain supplies?

#### Child Care

1. Describe your background in caring for small children.
2. What do you find most rewarding in working with children?
3. Describe some of the activities you have performed with children.
4. Tell me about a time when you had to respond to an emergency situation at work.
5. What certifications do you have? Ie: cpr, first aid. How do you keep them current?
6. How would you respond if a child were having a temper tantrum?
7. Tell me what values you feel are important for children to learn. How do you teach those values?
8. Tell me about dealing with a child with special needs.

9. Tell me about a time you had to deal with a parent whose philosophy differs from your own.
10. Tell me how you encourage a child to feel good about themselves and others.
11. Describe what you consider to be adequate supervision for small children.
12. Describe a time when you had to step in to settle a disagreement between children under your care. How did you solve the problem?
13. Describe how a typical day should be scheduled in the pre- school room.
14. How do you make a child feel safe and secure?

#### Purchasing Specialist

1. Give an example of how you demonstrated an analytical approach to assessing the acquisition requirements of a customer. What was your role?
2. Describe how you gather information necessary to meet regulatory requirements.
3. Describe a time when you had to track and monitor expenditures of a contract/project to ensure compliance with the agreed upon terms. What tools/systems did you use?
4. Describe a situation where you have reviewed bids from outside sources to reach a favorable outcome for your agency. What was your decision criteria?
5. What has been your approach for monitoring and controlling risks throughout a project?
6. Discuss your approach for soliciting bids/quotes from vendors to provide services. What methods or tools do you employ?
7. What do you feel are the key tasks of a contract specialist?

#### Customer Service

1. What does customer service mean to you?
2. What do you see as the most positive aspect of dealing with customers?
3. What do you dislike about working with customers?
4. If you are faced with a question that you aren't well versed with or confident about what would you do?
5. If a customer is speaking or acting in a negative manner, how do you handle the situation?
6. How do you handle an angry customer?
7. Describe a time you had to ask a number of questions and listen carefully to fully understand a customer's needs.
8. How do you know if you've provided good customer service?
9. How have you measured customer service in your past jobs? I.e customer satisfaction surveys, number and type of complaints, number of new and referred customers, sales figures, etc.
10. Tell me about a time you had to quickly adjust to a change in your department or team priorities. What was the result?
11. Tell me about a time when you had to balance multiple responsibilities. What did you do to keep organized? How did you prioritize your tasks?
12. What does diversity mean to you?

13. What skills or qualities are important for dealing effectively with customers? Give me an example.
14. Tell me the steps you have taken to improve your skills or performance. What was the result?
15. Describe some specific tasks that you find frustrating. How did you handle them?
16. Tell me about a time when you had to work with a team member that was not pulling their weight. How did you handle it?
17. Tell me about a time when one of your customers was experiencing a problem. What did you do to solve that problem?

#### Financial/statistics

1. What types of financial reports have you prepared in your last job?
2. Give an example of your involvement in your organizations financial decisions. What was your role? What kinds of data did you use in making the decisions?
3. What is the toughest financial analysis problem that you have faced on the job? How did you go about solving it?
4. What types of budgets have you prepared?
5. What types of information were used to prepare these budgets?
6. Give an example of when you had to meet a deadline with limited time or resources. How did you meet your goal?
7. Tell me about the most difficult task that you had to learn in a previous job. What steps did you take to ensure you met this challenge?
8. Describe the job related area in which you feel technically competent. Which areas do you feel you require more training or exposure?
9. We've all had occasions in which we were working and overlooked a small detail. Describe a time that happened to you and the steps you took to correct this error.
10. What types of customers have you dealt with on a regular basis? Give an example of a challenging customer.
11. Describe the process your current employer uses to measure your contribution to goals set for the department.

#### Human Resources

1. Tell me about the most difficult change you have had to make in your professional career. How did you manage the change?
2. Tell me about a time when you had to adapt to a difficult situation.
3. Tell me about the toughest groups that you've had to work with. What made it difficult?
4. Tell me about a suggestion that you made to improve the way job processes/operations worked.
5. Tell me about a time when you had to sacrifice quality to meet a deadline. How did you handle it?

6. Describe the most creative work related project that you have carried out.
7. Tell me about a time you discovered a weakness in your organization. How did you identify it and what steps did you take to help strengthen this area?
8. Tell me the steps you have taken to create a work environment where differences are valued, encouraged, and supported.
9. Tell me about a time when you gave feedback to someone who was not accepting of others.
10. Tell me about a major project you recently finished. Specifically how you set the goals, and monitor your progress.
11. Trust requires personal accountability. Can you tell me about a time when you chose to trust someone? What was the outcome?
12. Tell me about a time when you took responsibility for a failure.
13. Describe what personal accountability means to you.
14. Describe a time when you had to have coworkers with different work styles or ideas work together on a project. What, specifically, did you do to bring them together?
15. Tell me about a time when you received negative feedback from a team member. What changes did you implement as a result?
16. Recall a situation that suffered from poor communication. What happened and how did you resolve it?
17. What personal qualities do you feel are important in this position? Which of these qualities do you possess?
18. Tell me how you demonstrate professionalism in your activities. What behaviors and characteristics contribute to that image?

#### Information Technology

1. What interests you about this position?
2. What are your technical certifications?
3. What do you do to maintain your technical certifications?
4. What development tools have you used?
5. What languages have you programmed in?
6. What source control tools have you used?
7. What technical web sites do you follow?
8. Given this problem (use a common issue for your department) what solution would you provide and why?
9. How do you troubleshoot IT issues?
10. Tell me about the most current project you worked on. What were your responsibilities?
11. What is the biggest IT challenge you have faced and how did you handle it?
12. How do you handle working with demanding clients?
13. What experience do you have in developing/designing enterprise wide IT solutions?



## Statistics

1. Share an effective method you have used to report results of statistical analyses.
2. Share an experience when you applied new technology or information to your job.
3. Share an experience in which your attention to detail and thoroughness had an impact on your job.
4. Provide an example of a project where you processed a large amount of data for statistical modeling and graphic analysis.
5. Share an experience in which your ability to identify the costs and benefits of a potential action helped choose the most appropriate solution.
6. Share an effective method you have used to identify relationships and trends in data. How do you identify factors that could affect the results of research?
7. What methods do you use to prepare data for processing?
8. Share an experience in which you used statistical analysis to solve a problem in another field.

## Supervisory

1. What do you consider the most important qualities for a supervisor?
2. Describe your supervisory style.
3. What would your former employees/coworkers say about your performance?
4. What do you dislike about being a manager?
5. What do you see as the most challenging part of being a manager?
6. Tell me about setting goals for your department and gaining commitment from your staff.
7. How do you monitor and manage work flow to meet department goals?
8. What communication methods have you used to keep your group informed about project goals, milestones and deadlines?
9. Tell me about an important assignment that you delegated. How did you ensure that it would be completed successfully?
10. Describe a time when you had to motivate a staff member who was reluctant to undertake an assignment.
11. How do you recognize the achievements of your team members?
12. Give an example of how you provide training or coaching to different team members.
13. What do you look for in an employee?
14. Give an example of when you had to provide feedback to a poorly performing associate. How did you go about this and what was the outcome? Did the employee's performance improve?
15. If you know the feedback given will not be received well how do you approach the situation?
16. How can you be sure that you are clearly communicating your expectations with your team members?
17. What do you do to establish rapport with a new group of employees?
18. What methods have you used to prioritize work assignments?
19. Describe a time that you had to introduce an important change to your job.

20. How do you facilitate conflict resolution between employees in your group? What steps did you take to ensure a fair and open process?
21. Conflict can be an uncomfortable experience. Can you think of a time when you did not address a situation because of the conflict that might arise? What happened in this situation to resolve the issue?
22. When evaluating an employee's performance what factors are most important to you?
23. We all have to make decisions to achieve a balance between personal and work objectives. When was there a time when you had to adjust one at the expense of the other? What were your actions?