### General Past Job Performance/Experience
- Tell me about your last position and what you did.
- Tell me about the last time you made a mistake and how you corrected it.
- Give me an example of when you've demonstrated your customer service skills.
- What makes you stand out among your peers?
- What have you done to reduce your department's operational costs or to save time?
- What would your supervisors say makes you most valuable to them?
- If I asked your boss to evaluate your performance, what would he/she say?
- What is the most important thing you learned at a previous job?
- If there were two things you could have changed about that job, what would they be?
- What qualifications do you have that make you successful in this field?
- Define excellent customer service.
- Give me an example of the type of work experience you have had on a day-to-day basis with the public.

### Supervisory Questions
- You have supervised people in the past. What were their titles and what type of supervision did you give them?
- How do you motivate people?
- Have you ever fired anyone? What were the circumstances?
- Have you ever hired anyone? Why did you choose them?
- What do you do when you're having trouble with an employee?
- What type of supervisory training have you completed in the last two years?
- How did you communicate bad news to your staff?
- What makes someone a good supervisor?
- What programs have you put in place to build morale?
- Describe your management style.
- How do you measure success as a supervisor?
- If you are hired, what will you do in your first 30 days?
- Describe one change you made in your last job that was very beneficial.
- How do you handle unpopular management decisions?
- How do you proceed when you need to make a decision and no policy exists?
- How would you define “leadership”?
- What have you done to become more effective in your job?
- How do you orient new employees in your department?

### Goals
- What are your 5 year goals?
- Tell me what “success” means to you.
- Do you set goals for yourself and how do you do that?

### Job Performance
- What were your most significant accomplishments at your last job?
- What were your three most important responsibilities in your last job?
- How have you added value to your job over time?
- How have you had to reinvent or redefine your job to meet your companies changing needs?
- What proactive steps did you have to take to increase the output of your position?
### Communication
- Tell me about a work situation you had that required excellent communication skills.
- Do you prefer to speak directly with someone or send a memo?
- How would you grade your ability to communicate with upper level management, customers and peers?
- What was more important on your job, written or oral communication?

### Exceeding Customer Service
- What types of efforts are you making to serve your customers and to exceed customer expectations?
- How are you getting feedback from your customers and how do you use this feedback?
- Tell us about a time where you wowed a customer

### Introductory Questions
- How would you describe yourself?
- What influenced you to choose this career?
- What will it take to attain your goals, and what steps have you taken towards attaining them?
- Why are you the best candidate for this position?
- Tell me about the one thing in your life you’re proudest of.
- What qualities do you think are necessary to make a success of this job?
- How did you find out about this job?
- What do you know about the job?
- Is there anything that will prevent you from working the job’s regular hours?
- What kinds of work interest you the most?
- What interests you most about this position?

### Cooperation with Co-workers
- Do you prefer to work by yourself or with others?
- How would your co-workers describe you?
- The successful candidate for this position will be working with individuals who have been with the University for a long time. How will you mesh with them?
- What kind of person do you get along with the best?
- Define cooperation.
- Tell me about an occasion when, in difficult circumstances, you pulled a team together.
- What do you find most challenging in working with co-workers?
- Do you function more effectively as a team member or as an individual contributor?
- What do you do when you know you are right and others disagree with you?
- Define teamwork.

### Integrity
- Tell us what you do to ensure that you meet the work commitments you make to others?
- Tell us about an experience where you had to confront someone or give candid feedback?
- How did you do it? What did you say?

### Teamwork
- What are some of the things you are doing to ensure the effectiveness of the team you are leading?
- Have you been on a dysfunctional team? What did you do as a team member or team leader to address the problem?
- Tell us about a time where you disagreed with the objectives or direction of a team you were on. How did you handle this?
### Personal Motivation and Traits
- What motivates you to do your best work?
- Tell me about a time you went "out on a limb" to get the job done.
- What do you find most frustrating at work?
- Tell me about a project that got you really excited.
- How do you define doing a good job?
- Under what conditions do you work best?
- What is your greatest strength/weakness or deficiency?
- Tell me about a work task you enjoy.

### Organization/Time Management
- Describe the top of your desk.
- What do you do when you're having trouble solving a problem?
- What do you do when things are slow/hectic?
- What do you do when you have multiple priorities?
- Tell me about your typical day. How much time do you spend on the phone? In meetings? Etc.
- Your supervisor left you an assignment, then left for a week. You can't reach him/her and you don't fully understand the assignment. What would you do?
- How do you organize and plan for major projects?
- Describe a project that required a high amount of energy over an extended period of time.
- How do you organize yourself for day-to-day activities?

### Competency
- What do you do on an ongoing basis to keep your professional skills up to date?
- Indicate some of the significant development efforts you have undergone in the last few years.
- What do you see as the key competencies needed in your current assignment and how have you gone about developing these?
- What kind of system or method are you currently using for reporting progress on your work?

### Innovation
- Tell us about an innovation that you've introduced in your work area.
- What have you done to introduce change or redefine the way work gets done in your area?
- What continuous improvement methodologies are you familiar with? Tell us about your experience

### Problem Solving/Decision Making
- Describe the most difficult problem you had to solve. What was the situation and what did you do? Would you do anything different next time?
- In general, how do you handle conflict?
- Describe a creative solution that you have developed to solve a problem.
- What solution are you the proudest of?
- Describe a time when you had to use fact-finding skills

### Manageability
- If your boss knew you were interviewing, what would he/she say?
- Your supervisor tells you to do something in a way that you know is dead wrong. What do you do?
- If your supervisor unfairly criticized you, what would you do?
- Would you like to have your boss' job? Why or why not?
- Tell me about a time when your manager was in a rush and didn't give you enough attention.
- Describe the best manager you ever had. The worst. What qualities did each of them have?
**Office of Human Resources**

**Sample Interview Questions**

### Flexibility
- Give me an example of the last time you went above and beyond the call of duty to get the job done.
- In what areas you typically have the least amount of patience at work?
- Tell me about a time when a work emergency caused you to reschedule your work/projects.
- How important is communication and interaction with others on your job? How many departments did you deal with? What problems occurred?
- Tell me about the last change which occurred in your office. How did you handle it?
- What is the most difficult work situation you have faced?
- What types of jobs do you have the most difficulty with?
- What do you do when you have a great deal of work to accomplish in a short period of time?
- What do you do when you're having trouble with your job?
- What kinds of decisions are most difficult for you?
- You have worked a fast paced environment. How did you like the environment?
- Tell me about a deadline you had to meet. How much advance notice did you have?

### Diversity
- What opportunities have you had working and collaborating in diverse, multicultural and inclusive settings?
- Please describe how you would work to create a campus environment that is welcoming, inclusive and increasingly diverse.
- Describe a time when you needed to work cooperatively with someone that did not share the same ideas as you.
- How would you work with people under your supervision to foster a climate receptive to diversity in the department, the curriculum, staff meeting, printed materials, initiatives, etc?