

Talent Selection Interview Questions

Suggested Behavioral Interview Questions

This document consists of suggested behavioral interview questions that relate directly to the [HR Competencies](#).

HR Professional Competency Based Questions

Subject Matter Expert

Definition:

- Takes initiative to remain current in the field; knowledgeable about industry standards, leading practices, new developments, and relevant regulation
- Applies knowledge of principles, strategies, and functions in area of expertise
- Aware of available and relevant technologies in areas of specialty; demonstrates technical literacy
- Shares expertise with and trains colleagues

This competency will be assessed using questions specific to the Knowledge, Skills and Abilities section of the position description

Customer-Focused Practitioner

Definition:

- Balances the integration of risk-reward trade-offs, customer interests, multiple constituencies, mission, vision and quality improvement to build trust and maintain respectful relationships
- Understands the operation and appropriate application of Lean tools; follows the organizations' standards, directions, protocols, and policies
- Demonstrates attention to detail; strives for error-free work; and takes action to correct and solve problems by identifying and eliminating root causes and minimizing non-value added work
- Holds self and others accountable for realizing responsibilities, goals, impact of results, and commitments; practices objective, evidence-based reasoning, and decision-making

Customer-focused Practitioner Interview Questions:

- Describe a time when you or your team failed to satisfy a client or customer due to some minor neglect. What did you do to correct it?
- Share an example of a time when you developed rapport with a customer. What strategies did you use? How did you transfer the use of those strategies to other customers?
- Describe a process or system that you improved so customers would be better served.
- How do you ensure excellent customer service?
- How have you handled a situation in the past where your internal client needs changed unexpectedly?
- What does it mean to you to be customer-focused?
- 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 time when you planned and pulled off a complex assignment. How did you prioritize your responsibilities and tasks?

Communicator

Definition:

- Inspires trust by being a reliable and supportive colleague through discreet, confidential, and respectful interactions
- Actively listens and checks for understanding; demonstrates humility, patience, tolerance, and civility
- Communicates with purpose, clarity, efficiency, and respect; adapts message and approach to the audience; understands different concerns, motivations, and interpersonal dynamics
- Addresses customer concerns in a responsive, consistent, timely, respectful, and effective manner
- Connects and engages with others; uses cordial and professional language and approach for a consistent experience through written, spoken, and non-verbal interactions

Communicator Interview Questions:

- Give an example of how you carefully considered your audience prior to communicating with them. What factors influenced your communication?
- Describe a time you used your communications skills to negotiate with an unsatisfied person.
- Tell me about a time when effective listening skills helped you in a problematic situation.
- What methods of communication do you prefer when it comes to giving information to employees? Why?
- 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?
- How have you adjusted your style when it was not meeting the objectives and/ or people were not responding as you expected?
- What have you found to be most effective in building and maintaining positive working relationships with your coworkers/ peers/ management/ customers?
- Have you ever met resistance when implementing a new idea, process, or policy? How did you deal with it? What happened?
- Have you ever gotten another person to commit to an idea or project he/she did not originally support? How did you use your skills to influence that person's opinion?
- How do you go about explaining a complex technical problem to a person who does not understand technical jargon?
- Please give some examples of situations in which you had to construct and deliver a message to a diverse audience of different constituent groups?
- What is the most complicated communications challenge you have encountered? What made it difficult?

Collaborator

Definition:

- Respects and supports others' opinions, contributions, and accomplishments; values diversity and difference
- Establishes and maintains peer and customer relationships through integrity and trust to promote inclusion and understanding
- Resolves competing priorities, provides constructive strategies, conducts tough conversations, and drives alignment toward successful outcomes; promotes shared responsibility

Collaborator Interview Questions:

- What did you bring to the last team on which you were a member? Describe how your strengths improved the team.
- Describe a situation in which you worked in a multicultural environment and the challenges you had. How did you approach the situation, and what was the outcome?
- Describe a difficult time you have had dealing with an employee or customer. Why was it difficult? How did you handle it? What was the outcome?
- Describe how you like to be managed.

- Tell me about a time when a team project failed.
- Tell me the role you play within workgroups and why.
- What are the three things that are most important to you in a job?
- Give an example of a time you had to work with someone who was difficult to get along with. How did you handle interaction with that person?
- Tell me about the last time something significant did not go according to plan at work, what was your role? What was the outcome?
- Recall a time when your manager was unavailable when a problem arose. How did you handle the situation? With whom did you consult?
- Give an example of a time when you had to make a decision when you knew you did not have all of the information. How did you arrive at a decision and what might you have done differently?
- How do you react when your patience is really tested?
- Describe your experience in building and leading a team.
- How do you establish and inspire trust in your audience?
- Can you share an example of a time when you disagreed with a superior's approach to a communications plan or strategy? How did you handle it?
- There are some population of employees who either do not use email/smartphones, do not have access to a computer outside of work hours or are not computer literate. How would you go about disseminating major changes to this population?

HR Leadership Competency Based Questions

Innovator

Definition:

- Asks questions and respectfully challenges the situation
- Anticipates future needs and solutions; understands a broad range of complex issues; adjusts to impact of technology, organization, and external environment influencers
- Encourages idea generation and creativity in planning and continuous improvement
- Identifies and acts on opportunities for constructive change in the workplace; implements new ways of working to enhance performance and contributes to the University organizations' and HR's vision and objectives

Innovator Interview Questions:

- Give me an example of a time when you had to engage in future planning.
- Tell me about a time when you participated in developing your departmental or organizational business strategy. What was your role? How did you approach it?
- Based on what you have read and heard, what ideas do you have about continuing and increasing the success of the University's HR organization?
- Tell me how the duties and responsibilities of your current or past position related to the organization's long-term goals.
- What was the most creative thing you did in your last job?
- Tell me about the last time something significant did not go according to plan at work, what was your role? What was the outcome?
- 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 time when you planned and pulled off a complex assignment. How did you prioritize your responsibilities and tasks?
- Please provide examples of situations in which you had to construct and deliver a message to a diverse audience of different constituent groups.

Business Manager

Definition:

- Understands financial and business principles as well as the value drivers of cost management for the function; understands relevant contractual terms
- Develops sound financial plans and budgets, making informed decisions about resource allocation and investment
- Champions, drives, and leads the alignment of resource allocation and program planning with the University organizations' and HR's vision and objectives

Business Manager Interview Questions:

- Tell me about a time you used your knowledge of the organization to get an idea approved.
- What have you done in your previous positions that made a significant difference to operations/employee experiences and for which you believe you will be remembered?
- What methods do you use to make decisions? When do you find it most difficult to make a decision?
- What difference does it make to organize departments in a centralized versus decentralized way? What is your preference? Why?
- What role does play in the success of an organization?
- How have you participated in planning processes?
- What are the three things that are most important to you in a job?
- Recall a time when your manager was unavailable when a problem arose. How did you handle the situation? With whom did you consult?
- Give an example of a time when you had to make a decision when you knew you did not have all of the information. How did you arrive at a decision and what might you have done differently?
- There are some population of employees who either do not use email/smartphones, do not have access to a computer outside of work hours or are not computer literate. How would you go about disseminating major changes to this population?

Role Model

Definition:

- Displays professionalism and confidence; deals with challenging and complex circumstances constructively and with humility
- Daily actions are consistent with organizations' values; aligns personal conduct with professional and policy standards
- Influences others with fair, committed, affirmative, and optimistic behavior
- Prioritizes personal development by openly receiving new ideas and accepting other perspectives; learns from mistakes and feedback by altering behavior and actions to align with and accommodate evolving situations; honest, ethical, and self-aware
- Mentors; promotes talent development; provides feedback in a respectful and approachable manner; shares valuable insights; values diversity and differences

Role Model Interview Questions:

- Describe a time when you took a new job that required a much different set of skills from what you had. How did you go about acquiring the needed skills?
- Tell of a time when you had to educate yourself about a topic to complete a project or task.
- Discuss a time you failed to meet a minimum performance standard.
- Describe an ideal supervisor or manager.
- Under what kinds of conditions do you learn best?
- In what areas would you like to develop further? What are your plans to do that?
- 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?

- Give an example of a time you had to work with someone who was difficult to get along with. How did you handle interaction with that person?
- Have you ever met resistance when implementing a new idea, process, or policy? How did you deal with it? What happened?
- Have you ever gotten another person to commit to an idea or project he/she did not originally support? How did you use your skills to influence that person's opinion?
- How do you go about explaining a complex technical problem to a person who does not understand technical jargon?
- How do you react when your patience is really tested?
- How do you establish and inspire trust in your audience?

Community Builder

Definition:

- Creates a compelling shared vision and inspires excellence and passion for the University's and organizations' purpose
- Emphasizes integrity and trustworthiness to encourage inclusiveness among team and community members
- Builds, engages, and guides various communities to improve existing practices and develop solutions
- Balances individual and team needs to realize a shared vision; negotiates and mediates to arrive at a successful outcome

Community Builder Interview Questions:

- Tell me about a time when you organized, managed and motivated others on a complex task from beginning to end.
- Tell me about a time when a shared vision was necessary to your team, and you needed to use your strengths to compel a shared vision. How did you create and convince your team of this vision?
- Tell me about a time when you effectively handled an antagonistic situation and resolved
- Tell me about your management style—people, teamwork and direction.
- What is the most significant contribution you have made to team cohesiveness?
- Give me an example of a time when you needed to help other employees learn a new skill set. What did you do?
- How have you adjusted your style when it was not meeting the objectives and/ or people were not responding as you expected?
- What have you found to be most effective in building and maintaining positive working relationships with your coworkers/ peers/ management/ customers?
- What is the most complicated communications challenge you have encountered? What made it difficult?
- Describe your experience in building and leading a team.