

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

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

Customer-Focused Practitioner

- 1) 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?
- 2) 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?
- 3) Describe a process or system that you improved so customers would be better served.
- 4) How do you ensure excellent customer service?
- 5) How have you handled a situation in the past where your internal client needs changed unexpectedly?
- 6) What does it mean to you to be customer-focused?
- 7) 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?
- 8) Tell me about a time when you planned and pulled off a complex assignment. How did you prioritize your responsibilities and tasks?

Communicator

- 1) Give an example of how you carefully considered your audience prior to communicating with them. What factors influenced your communication?
- 2) Describe a time you used your communications skills to negotiate with an unsatisfied person.
- 3) Tell me about a time when effective listening skills helped you in a problematic situation.
- 4) What methods of communication do you prefer when it comes to giving information to employees? Why?
- 5) 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?
- 6) How have you adjusted your style when it was not meeting the objectives and/ or people were not responding as you expected?
- 7) What have you found to be most effective in building and maintaining positive working relationships with your coworkers/ peers/ management/ customers?
- 8) Have you ever met resistance when implementing a new idea, process, or policy? How did you deal with it? What happened?

- 9) 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?
- 10) How do you go about explaining a complex technical problem to a person who does not understand technical jargon?
- 11) Please give some examples of situations in which you had to construct and deliver a message to a diverse audience of different constituent groups?
- 12) What is the most complicated communications challenge you have encountered? What made it difficult?

Collaborator

- 1) What did you bring to the last team on which you were a member? Describe how your strengths improved the team.
- 2) 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?
- 3) 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?
- 4) Describe how you like to be managed.
- 5) Tell me about a time when a team project failed.
- 6) Tell me the role you play within workgroups and why.
- 7) What are the three things that are most important to you in a job?
- 8) 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?
- 9) Tell me about the last time something significant did not go according to plan at work, what was your role? What was the outcome?
- 10) Recall a time when your manager was unavailable when a problem arose. How did you handle the situation? With whom did you consult?
- 11) 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?
- 12) How do you react when your patience is really tested?
- 13) Describe your experience in building and leading a team.
- 14) How do you establish and inspire trust in your audience?
- 15) 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?
- 16) 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

- 1) Give me an example of a time when you had to engage in future planning.
- 2) 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?
- 3) 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?
- 4) Tell me how the duties and responsibilities of your current or past position related to the organization's long-term goals.

- 5) What was the most creative thing you did in your last job?
- 6) Tell me about the last time something significant did not go according to plan at work, what was your role? What was the outcome?
- 7) 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?
- 8) Tell me about a time when you planned and pulled off a complex assignment. How did you prioritize your responsibilities and tasks?
- 9) 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

- 1) Tell me about a time you used your knowledge of the organization to get an idea approved.
- 2) 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?
- 3) What methods do you use to make decisions? When do you find it most difficult to make a decision?
- 4) What difference does it make to organize departments in a centralized versus decentralized way? What is your preference? Why?
- 5) What role does play in the success of an organization?
- 6) How have you participated in planning processes?
- 7) What are the three things that are most important to you in a job?
- 8) Recall a time when your manager was unavailable when a problem arose. How did you handle the situation? With whom did you consult?
- 9) 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?
- 10) 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

- 1) 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?
- 2) Tell of a time when you had to educate yourself about a topic to complete a project or task.
- 3) Discuss a time you failed to meet a minimum performance standard.
- 4) Describe an ideal supervisor or manager.
- 5) Under what kinds of conditions do you learn best?
- 6) In what areas would you like to develop further? What are your plans to do that?
- 7) 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?
- 8) 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?
- 9) Have you ever met resistance when implementing a new idea, process, or policy? How did you deal with it? What happened?
- 10) 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?
- 11) How do you go about explaining a complex technical problem to a person who does not understand technical jargon?

- 12) How do you react when your patience is really tested?
- 13) How do you establish and inspire trust in your audience?

Community Builder

- 1) Tell me about a time when you organized, managed and motivated others on a complex task from beginning to end.
- 2) 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?
- 3) Tell me about a time when you effectively handled an antagonistic situation and resolved
- 4) Tell me about your management style—people, teamwork and direction.
- 5) What is the most significant contribution you have made to team cohesiveness?
- 6) Give me an example of a time when you needed to help other employees learn a new skill set. What did you do?
- 7) How have you adjusted your style when it was not meeting the objectives and/ or people were not responding as you expected?
- 8) What have you found to be most effective in building and maintaining positive working relationships with your coworkers/ peers/ management/ customers?
- 9) What is the most complicated communications challenge you have encountered? What made it difficult?
- 10) Describe your experience in building and leading a team.