



**BEHAVIOURAL COMPETENCY BASED
INTERVIEW QUESTION BANK**

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1.0 Introduction

1.1 Realising Your Potential Approach

Durham University enjoys an excellent UK reputation, with excellent feedback from students and financial stability. However the University is not complacent about its achievements and has an ambitious international strategy and plans underpinned by several values that will help us sustain those achievements.

The University's staff survey and turnover rates indicate that we have a stable core workforce and 90% of staff feel that Durham University is a good place to work. Staff represents approximately 55% of the University's overall costs and collectively make the University a success. To build upon that success however, we should continuously improve new staff engagement, recruitment and selection, induction, probation, appraisal, how we reward staff and help organisation development by investing in the development and management of staff in a structured way that aligns to the University's needs. Managers at all levels in the University have indicated that a behaviours framework would facilitate this sustained organisational performance or organisational development. The University's staff survey also told us that staff felt more could be done to listen to their views, decrease workloads and help them manage change.

In order to support these objectives the Realising Your Potential Approach has been developed that has potential benefits for all administration staff, managers and ultimately the University. The Realising Your Potential Approach describes 'how' staff can carry out their roles to supplement 'what' they should do. It will facilitate aligning training and development of staff and University needs and support individuals to consider the roles most suited to them. The Realising Your Potential Approach highlights the need to treat colleagues and partners in a decent, supportive and respectful manner.

Employee engagement will be increased by the University displaying transparency of staff training and development opportunities and by involving staff in refining the Realising Your Potential Approach.

Application

The following pages will provide examples of the behaviours required to fulfil your role at Durham. It is by no means exhaustive and is meant to provide a guide to appropriate behaviours, give suggestions as to ways to assess these behaviours at interview, to prompt discussion around pertinent training and development opportunities and also to outline examples of behaviours where further development may be required.

It is meant to be a flexible aid to underpin the recruitment, induction and development processes that exist at the University and to encourage staff to engage with and take responsibility for their development and progression.

The University's 9 behaviours are as follows:

1. Developing Myself and Others
2. Embracing Change
3. Respecting Others
4. Working Together
5. Providing Leadership and Direction
6. Finding Solutions
7. Providing Excellent Student Services and Professional Support
8. Using Resources Effectively
9. Achieving Results

1.2 Using Behaviours within Interviews

Durham University encourages a behavioural competency approach to the recruitment and selection of employees. Behavioural interviewing is used to examine how candidates previously reacted or “behaved” in specific situations. Candidates draw on their own real life experiences to discuss how they handled various issues. Past behaviour is used as a predictor of future behaviour. It is the interviewer’s job to determine if the candidate’s previous behaviour is desirable to the organisation and the relevant role.

1.3 Behavioural Competency Question Bank

Most questions within this bank are behavioural based. When using the behavioural questions within this bank it is recommended that you take the Situation/Action/Outcome approach. That is, ask the candidate to call on their past experiences to:

1. Recount a specific event, activity, or “SITUATION”; and then to
2. Discuss their own “ACTION” or reaction to the event or situation;
and then to
3. Outline the “OUTCOME” or final result.

Ask the candidate to describe the situation first before probing with follow-up questions. For example, a question targeting customer service behaviour may be: “Describe a situation where a customer tested your patience.” A literal response will provide you with an insight to part 1. SITUATION only. You will need to ask follow-up questions to ensure the candidate discusses part 2. ACTION and part 3. OUTCOME. Questions such as: “So what exactly happened?”, “What did you do/say?” or “What was the result?” will encourage the candidate to discuss these aspects. More examples of useful probing questions are provided.

1.4 Assessing Technical Competencies

This question bank targets those general competencies and behaviours commonly required for most roles. To conduct an effective interview you will also need to construct questions which assess the candidates' technical skills/knowledge and use these in conjunction with the questions provided in this question bank.

An easy approach to developing behavioural questions assessing technical competency is to first think of the skill you want to assess, and then frame the question so that it elicits an example of (relevant) past behaviour. For example, you may wish to know about the candidate's presentation skills. You could ask a traditional question like "This role requires you to present a lot of information sessions – what are your skills in this area?" A behavioural equivalent would be "Tell me about the last presentation you gave." Your follow-up questions may include such things as: "Who was your audience?"; "Who else was involved?"; "How did you prepare?"; "How did you measure the success of the presentation?" etc. Attempt to create a natural conversation with the candidate.

Be sparing with your use of 'closed' questions – questions that offer a finite number of responses. Instead, choose 'open' questions so candidates can provide unrestrained or free responses. Open questions will encourage a more free flowing conversation and importantly, will help reduce bias caused by presuming, or leading on behalf of the interviewer.

1.5 Quick Tips on Behavioural Interviewing

- ✓ Structure your interview and decide on the questions you will ask beforehand.
- ✓ Tailor your questions to the role that you are recruiting for.
- ✓ Encourage the candidate to choose situations that are relevant and recent.
- ✓ Remember that many skills are transferable; if a candidate can't recall a work-related situation, encourage them to consider if a social/sporting/hobby situation could be relevant.
- ✓ Ask for examples of success as well as failure to get a balanced view of the candidate's behaviour at work.
- ✓ Be attentive to candidates who reply in the second person ("we did. . ."). Ensure you clarify your candidate's action/involvement by asking questions such as "What was your role in this. . . ?". Attempt to get them talking in the first person ("What I did was. . .").
- ✓ Remember, you need 3 to 4 examples of behaviour to make a truly objective decision.

1.6 Examples of Probing Questions

1. Can you explain what you mean by...?
2. Can you give me an example?
3. Tell me what happened exactly.
4. What steps did you take?
5. What was your involvement?
6. Can you tell me why you reacted this way?
7. Did you have any other opinions?
8. Can you tell me how you felt when that happened?
9. How do you think others felt when you did that?
10. Can you talk me through your thoughts at the time you took that action?
11. Were you satisfied with the outcome?
12. Was ... satisfied with the outcome?
13. Looking back, how do you see things now?
14. What, if anything, would you do differently?
15. What did you learn from the experience?

2.0 Developing Myself and Others

2.1 Definition

Showing commitment to own development and supporting and encouraging others to develop their knowledge, skills and behaviours to enable them to reach their full potential for the wider benefit of the University.

Key Behaviours / Actions to Look for:

- Actively seeks out opportunities to improve, learn and develop self;
- Responds positively to development needs that are brought to his / her attention;
- Takes a positive approach towards development of self and others;
- Provides regular encouragement and support to reinforce key behaviours in others;
- Provides regular informal constructive feedback on performance to others in order to improve capability and confidence;
- Stays current in own field of expertise;
- Actively promotes learning and development in others;
- Leads continuous professional and personal development in support of the Department / Division / team.

2.2 Interview Questions

- Describe your own strengths and areas for improvement.
- How do you identify your development needs and the development needs of your team?
- How do you assess your own ability and knowledge relative to your role?
- Give an example of when you expanded your role with a new challenge?
- Describe how have you supported and/or trained others.
- How have you used the ASR process to identify and address your own development needs?
- How have you used the ASR process to identify and address others' development needs?
- Describe an occasion when you have encouraged others to take initiative and ownership for their learning.
- Please provide an example of when you have had to accept criticism? What was the nature of the criticism? How did you take it?

- Describe a time when you provided feedback to someone about their performance.
- Give me an example of a time when you recognised that a member of your team had a performance difficulty. What did you do?

3.0 Embracing Change

3.1 Definition

Adjusting to unfamiliar situations, demands and changing roles. Seeing change as an opportunity and being receptive to new ideas.

Key Behaviours / Actions to Look for:

- Successful performance in varying environments;
- Positive attitude towards change;
- Willing to use new techniques and / or tackle new challenges;
- Successfully modifies behaviour to respond to / embrace change.

3.2 Interview Questions

- Can you describe a time when you had to adjust quickly to changes over which you had little control? How did the changes impact on you?
- Can you think of a time when you changed your plans as a result of new information or changing priorities?
- In what ways has your current job changed since you commenced? How have you dealt with these changes? How did you feel about these changes?
- Tell us about an experience you have had dealing with major change. How did you maintain your effectiveness?
- Sometimes policies exist that we don't agree with. Tell us about the last time you disagreed with a new policy or procedure.
- Working with people from diverse backgrounds or cultures can be challenging. Tell us about a time when you were presented with a challenge of adapting to a person from a different background or culture.
- Have you ever had to change your priorities to meet another person's expectations?
- Tell me about two previous supervisors with different management styles. In what ways did you modify your behaviour to respond to their style?
- What innovative contributions have you made to a particular problem/issue you have faced in the last year?
- Describe how you keep up to date with new concepts.
- Think of examples of situations when you have challenged others' ideas. Why did you do it? What did you do? What was the result?

- Think of problems you have solved in your past experience. What was the situation? What did you do? What was the result?
- Describe situations where you have spotted new opportunities and followed them through. What happened?
- Can you give an example of a situation when you had to be flexible? What was the situation? What action did you take? What was the result?
- Tell us about a time when you had to change your point of view or your plans to take into account new information or changing priorities.
- Describe a time when you altered your own behaviour to fit the situation.
- What ideas have you identified to improve the way you work?
How were these implemented?
How did you ensure you had the appropriate knowledge and skills?
What was the outcome?
- Tell us about an occasion when you had to adapt to a major change.
Why was it important?
How did you adapt?
How did you use feedback to improve your work?
- Give us an example of when you instigated a major change.
What was the catalyst for change?
How did you manage the impact on people?
How did you communicate the changes?
How did you monitor the effectiveness of the implementation?
- What key change programmes have you led on?
How did you resource the change programme?
How did you involve and work with stakeholders?
What strategies did you adopt to keep track of resources?

4.0 Respecting Others

4.1 Definition

To embrace diversity by promoting and maintaining an inclusive and supportive work and study environment that enables all members of our University community to achieve their full potential.

→ Key Behaviours / Actions to Look for:

- Acting fairly and respectfully towards others in both verbal and non-verbal communication
- Acting as a role model to others by setting high personal standards in both verbal and non-verbal communication
- Practices being non-judgemental towards others – avoids making decisions or judgements about people based on their sex, marital status, sexual orientation, disability, race, religion or belief, colour, nationality, ethnic origin or age
- Behaving responsibly by reporting any incidents of bullying, harassment and victimisation
- Showing a commitment to improving the institution with regard to respecting others by attending designated training sessions to keep abreast of equality legislation and learning more about the needs of minority groups
- Recognising when someone is being discriminated against and taking appropriate action
- Challenging questionable behaviour and practices which are not in keeping with respect for others
- Promoting an open and fair culture throughout the University

4.2 Interview Questions

- Can you tell me about an occasion when you have had to modify a message to take account of the specific needs of the recipient?
 - How did you decide what modifications were necessary? How successful were you? What was the outcome?
 - Provide an example of an equality and diversity related issue which you have successfully handled.
 - Explain how you have demonstrated an interest in learning more about equality and diversity.
 - Provide an example of when you have effectively challenged questionable behaviour and practices. (Or provide an example of when you have witnessed questionable behaviour; how did you handle this?)
 - Explain, using examples, how you ensure your own behaviour is fair and respectful towards others.

- How do you ensure the equality and diversity policy is put into practice in your team/department?
- How would you effectively manage individuals who are not engaged with/bought into the equality and diversity agenda?
- Give an example of a time when you handled a major equality and diversity issue.
- Explain how you have supported team members in embedding equality and diversity into their everyday working practices.
- How are you responding to the equality, diversity and inclusion agenda in ways that can enhance business performance?
- How as a senior leader have you taken responsibility for driving equality, diversity and inclusion?
- Provide an example of how you have embedded equality and diversity into projects and initiatives you have delivered.

OR

- Provide an example of an equality and diversity initiative you have delivered.
- Explain how you have supported line managers in embedding equality and diversity into their everyday working practices.

5.0 Working Together

5.1 Definition

Working co-operatively with others in order to achieve objectives. Applying a wide range of interpersonal skills.

→ Key Behaviours / Actions to Look for:

- Works co-operatively and is a supportive member of the team / group;
- Contributes positively to the achievement of team objectives;
- Fosters a collaborative team-working environment;
- Actively helps and supports others to achieve team goals;
- Establishes teams and manages the team process;
- Is aware of campus diversity and incorporates this into forming a team / team objectives.
- Builds effective working relationships in order to provide information and enhance service;
- Nurtures relationships and contacts, both internal and external, as sources of information and expertise to support work activities;
- Uses internal / external networks and relationships to identify and develop opportunities which may be of relevance to Department / Division;
- Builds and expands networks and coalitions to achieve both operational and strategic goals.

5.2 Interview Questions

- Tell me about a time when you have had to join a new team. What did you do to make sure that you were accepted by the group? Do you think that was the best approach? What happened?
- Can you give me an example of when you helped improve the performance of your team? What improvement did you identify? How did this improve the team performance?
- Tell me about a time when you worked successfully as a member of a team.
- Describe the team of people you work with and how you fit into the team.
- What obstructs the progress of the team you work in?

- Describe a time when there was a difficulty or disagreement in your team. How was it dealt with?
- How do you deal with conflicts, disagreements or misunderstandings within your team?
- How would you describe your team?
- How would your line manager describe you?
- How would you describe yourself?
- What are the steps that you take to maintain good co-worker relationships?
- Describe a situation in which you were successful in getting people to work together effectively.
- How do you maintain relations with a person in cases where you cannot agree upon certain issues?
- Tell me about a time when you disagreed with the way your team was working. What did you do?
- Describe a situation in which you were a member of a team (not a leader) and a conflict arose within the team. What did you do?
- How frequently do you support others and get support from others?
- What is the importance of building relationships with colleagues in your professional life?
- How do you initiate a relationship with a person?
- How would your colleagues describe you?
- Describe your key internal work relationships. How do you interact with these people/teams?
- Describe your key external work relationships. How do you interact with these people/teams?
- What are the conditions required for effective partnership working? How do you create these conditions?
- How do you address misunderstandings in relationships?
- Give an example of when you thought through an issue with others, utilising their skills and making them feel valued.
- How do you network? What is the importance of networking?
- Describe a situation in which you developed an effective win / win relationship with a customer or stakeholder. How did you go about building the relationship?

- Tell me about a time when you relied on a contact in your network to help you with a work-related task or resolve a problem.
- Give me an example of a time when you actively built rapport or a relationship with a colleague or customer.
- Tell me about a time when you had to pay close attention to what someone was saying, actively seeking to understand their message.
- Tell me about the last time you worked as part of a team. What did you do? How did you encourage other team members to co-operate?
- Give me an example of when you helped improve the performance of your team. What improvement did you identify? How did this improve team performance?
- Give me an example of how you have used your leadership skills to manage and improve team performance. How did you get team buy in? How did you handle any difficult situations that arose amongst the team? What was the outcome? What, if anything, would you do differently next time?
- Give me an example of when you have identified an opportunity to enhance a service/ practice by collaborating with another team How did you identify that this was an opportunity? What was your role in developing effective partnership working?
- How did the team benefit from this collaboration?

6.0 Providing Leadership and Direction

6.1 Definition

Seeing the work that you do in the context of the bigger picture and taking a long-term view. Communicating vision clearly and enthusiastically to inspire and motivate others.

→ Key Behaviours / Actions to Look for:

- Uses appropriate interpersonal styles and methods to inspire and guide individuals toward goal achievement;
- Recognises own natural leadership style;
- Capable of adapting leadership style;
- Motivates action in others;
- Coaches others;
- Facilitates change;
- Manages upward effectively;
- Persuasive and skilled negotiator.

6.2 Interview Questions

- Have you ever needed to change the goals of your team to align them with the overall goals of the organisation? How did you go about it?
- Can you describe a situation when you had to get your staff to implement a policy or decision they did not agree with?
- Tell me about a time you had difficulty getting others to accept an idea? What was your approach? Did it work?
- What is the toughest group that you have had to gain cooperation from? What did you do?
- Could you describe a decision you made recently that was initially unpopular with your staff? How did you handle it?
- Tell me about a time when you encountered resistance to changes you needed to make.
- Every organisation has some impediments to efficiency. Tell me about one that exists in your work unit.
- Tell me about a time when you had to lead a group to achieve a specific outcome.
- Can you give an example of a time when you had to ensure that your “actions spoke louder than your words” to a team?
- Tell me about a time when you demonstrated your leadership qualities.
- Describe a time where you inspired others to achieve a common goal.

- Describe a time when you had to convince management that you made the right decision?
- Tell me about a time when it was difficult to convince senior management about a change you wanted to make.
- Give an example of a time when you fostered motivation in your employees.
- Tell me about two of your direct reports/team members who are most different from one another. How do you change your leadership to suit?
- Tell me about a time your coaching or mentoring helped a staff member improve their performance.
- In your experience, what is the most successful way to lead and motivate junior members of a team? Can you give an example?
- Have you ever led a group in which some of the members did not work well together? What did you do?
- Give me an example of a time when you have had to set up a new process for people to follow. Why was this process needed? How did you implement it? How was the process received by its users? What happened?
- What experience have you had of managing people? Talk me through a specific example of when you have helped a member of your team improve their skills/performance. What techniques did you use to manage them? Which techniques did you find most effective and why?
- Give me an example of when you had to organise a team and rely on them to perform a complex task. How many people were involved? Over what period of time? What deadlines were there? Was there any external pressure? What happened? Did you have any problems?
- What advice/assistance have you been given by your manager in the past, when you sought it? How did you use this advice?
- How have you dealt with a client or colleague who has felt that you have been discourteous to them in the past? How have you addressed their concerns?
- How do you feel that you work within a group? How have you handled differences of opinion between yourself and the rest of the group/members within the group?
- What methods have you used to reach team decisions? What have you done when you disagreed with a team majority decision?
- When have you worked with colleagues with other disciplines/specialisations? How have you benefited from that experience?
- Give me one example of a change that you have introduced that has had a positive effect on the business.

- When you joined "X" company, what actions did you take to evaluate your team?
- Describe the most important action that you took to establish yourself as the manager of your current team.
- What is the most important measure that you have taken in the past 3 months to enable your team to perform?
- Tell me about an action you have taken that has contributed to developing the right working atmosphere.
- Talk me through an example of when you have motivated your team. What did you do?
- Discuss your views on delegation.
- Give an example of when you found it particularly challenging to gain acceptance of an idea or proposal you were trying to put forward to your team. How did you handle it?
- Have you ever had to arbitrate between two staff members who were unable to work together? How did you get them to cooperate?
- Give me an example of when someone came to you for help or guidance. Why did they need your support? What did you do to support / guide them? How did it help? How did this fit into your overall approach to developing your team?
- Give me an example of when you have had to deal with poor performance. How did you approach the problem? What were the political/personal sensitivities you had to deal with? What were the results? With hindsight, would you have approached this any differently?
- Give an example of when you have led a team on a major project. How did you gain support for this activity beyond your immediate team? How did you ensure your people were engaged and motivated to perform? How did you measure success?
- What strategies do you operate to identify and nurture talent in your organisation? How do you foster/encourage innovation? How do you ensure staff with potential are identified and developed? How has this benefitted your organisation?

7.0 Finding Solutions

7.1 Definition

Taking a holistic view and working enthusiastically and with creativity to analyse problems and develop innovative and workable solutions. Identifying opportunities for innovation.

→ Key Behaviours / Actions to Look for:

- Thinks creatively and implements solutions for everyday problems;
- Strives to continually improve own processes and areas of business;
- Implements new progressive programmes / processes;
- Identifies gaps against best practice (nationally and internationally);
- Puts forward proposals and develops strategic implementation plans to introduce new and improved ways of operating;
- Undertakes appropriate research and investigation;
- Draws on experiences of self and others;
- Applies common sense;
- Considers alternative options;
- Is decisive;
- Able to solve complex problems.

7.2 Interview Questions

- Describe a situation where you had to make a difficult decision and explain it to other people.
- Tell me about a time you took a risk.
- Give me an example of a time when you needed to quickly make a decision.
- Describe a recent unpopular decision you made. What was the result?
- Describe a time when you were faced with a decision that had many options from which to choose. How did you determine which one to take?
- Describe a time when you really had to think about a problem before generating a solution.
- In the past have you preferred to be closely supervised and given good direction, or work out the solutions for yourself?
- Thinking about your last role, discuss the types of problems you were required to solve on a day-to-day basis.

- Tell me about a situation where you had to solve a problem or make a decision which required careful consideration. How did you go about it?
- Have you ever experienced a situation in which all the evidence suggested that you should pursue one course of action, but your intuition or 'gut-feeling' suggested another? If yes, how did you deal with it?
- Tell me about a time when you applied a creative solution to a problem.
- Have you ever supported someone else's idea that had a low probability of success? Why did you do so? What happened?
- Give me an example of a difficult problem you have dealt with. What were you trying to achieve? What did you do? Were your actions successful?
- Give me an example of a problem you were unable to solve. What was the situation? What were you trying to achieve? What did you do? What was the result? What did you learn?
- Give me an example of the most frustrating situation you have faced when trying to meet a deadline/complete a task.
- Give me an example of when you have had to seek advice in solving a problem. Who did you consult? Why was there a need to? Did you do what they suggested?
- Have you ever been confronted with a problem which turned out to be very different or more complicated than you had first judged? What did you do?
- Describe the last time that you disagreed with the strategy of the organisation. What did you do about it?
- Describe a problem you had to deal with. How did you go about collecting information to solve the problem and how did you establish a problem solving model?
- How do you build a troubleshooting process?
- What are the steps you take for a project that requires collection of systematic data and risk management for analysing its performance?
- What are the steps you take to anticipate risks and resolve issues?
- Give an example of an effective/innovative solution you created to solve a problem.

8.0 Providing Excellent Student Services and Professional Support

8.1 Definition

Providing the best quality service to all our students and customers. Building genuine and open long-term relationships in order to drive up service standards and to enhance their experience.

→ Key Behaviours / Actions to Look for:

- Acknowledges customer;
- Actively listens and seeks information from customer – displays empathy;
- Identifies customer's needs and checks for understanding;
- Meets or surpasses the customer's needs;
- Confirms satisfaction;
- Takes responsibility for actions;
- Assesses level of customer satisfaction.

8.2 Interview Questions

- Describe the most rewarding experience you have had dealing with customers.
- In what ways do you interact differently with customers at hectic times? Can you give an example of when you have done this?
- Tell me about a time when you had to handle an unreasonable request from a customer. What did you do?
- We have all dealt with difficult customers. Can you describe a situation where a customer tested your patience?
- What experiences have you had in dealing with difficult customers? Can you give an example and explain how you reacted?
- What are some of your strategies for dealing with difficult people? Can you describe a situation where you were tested?
- Describe the normal kinds of customer dissatisfaction associated with your last job. Can you give me an example? How did you respond/feel/cope?
- In some cases we may do everything possible to satisfy a customer yet they still complain about how they were treated. Tell me about the last customer who complained about the service you provided and what you did following that complaint?
- In your previous position, how did you know if your internal/external customers were satisfied?

- Give me an example of an effective client relationship you have developed and maintained. What was the situation? What did you do? What happened?
- Describe a situation where you have had to deal with customer dissatisfaction. What was the situation? What did you do? What happened?
- Have you ever been required to give customer satisfaction? How did you do it? Can you give me an example?
- Have you ever had a situation where you have had to deal with a dissatisfied customer? Tell me about it.
- Have you ever identified a customer need which was not being satisfied? What did you do about it?
- Give me an example of an occasion where you had to deliver results within a given timescale.
- How do (or did) you know the extent of your responsibilities?
- Tell me about one way in which you have sought to meet customers' needs specifically.
- How did you know about the particular need? Why did you think it was worth addressing? What has been the response of the customer?
- Tell me about a time where you intervened to ensure that standards were maintained for your client. How was this need identified? What did you do? How did the people respond?
- Tell me the most significant improvements that you introduced into your operation that have had an impact on the customer.
- How did you decide upon this initiative? What did you do? How did you know that it was successful?
- Tell me about one of the most significant improvements that you have made to your service to customers. Why did you initiate this improvement? How did you go about making it happen? How was it regarded by your customers?
- Tell me about a time when you pulled out all the stops to meet a customer's needs. What did you do? What was the result?
- Give me an example of when you have had to establish a business relationship with someone at work. How did you handle this situation?
- Think of situations where you have built effective relationships with customers/colleagues from another department. What was the situation? What did you do and why? What was the effect? What have you done to build on the relationship?
- How do you set customer expectations?

- Give me an example of when you have exceeded your customers' expectations. What was the outcome?
- Who are your key customers? At what level is your customer relationship? What factors are influencing their business at the moment? What are you doing to ensure you/your team are meeting all your clients' needs and that your relationship will be maintained?
- Who do you perceive your customers to be in your current position?
- Can you give me an example where your customer feedback has been negative? What steps did you take to improve?
- Can you give an example where your customers were extremely satisfied? How did you build on this success?
- Can you give an example where you have delivered a piece of work and the client /customer has turned round and said it wasn't what they wanted? What was the situation? How did you deal with it? What was the result?
- How would you deal with a situation where the client has more knowledge than you?
- Can you give an example where you have diffused a potentially explosive situation with a customer? What was the situation? What action did you take? What was the result?
- Describe a situation when you acted as an advocate for your customers' needs where there was some organisational resistance to overcome.
- Describe a situation where you had to deal with a dissatisfied customer. How did the customer respond to the actions you took? What did you do to ensure that the situation did not occur again with other customers? What was the outcome?
- Describe a situation when you have sought feedback from your customers (internal or external). Why did you seek this feedback? How did you gather the information? How did you use it to improve services? What have you learned about your organisation as a result of this?
- Give an example of when you have initiated the development of working relationships with external partners to develop strategies to enhance your service delivery. What strategies did you develop? How did your organisation benefit? How did you monitor the impact of these strategies on service delivery?

9.0 Using Resources Effectively

9.1 Definition

Making effective use of available resources including people, information, networks and budgets. Being aware of the financial and commercial aspects of the University.

Key Behaviours / Actions to Look for:

- Plans and prepares for future events;
- Formulates a clear and structured plan;
- Effectively coordinates priorities, tasks and resources to achieve work outcomes;
- Establishes realistic milestones, reviews progress and adjusts accordingly;
- Effectively manages resources (human, financial, physical) and time;
- Is flexible and is adaptable to changing circumstances.

9.2 Interview Questions

- Tell me how you determined your priorities in your last job.
- In your current role how do you schedule your time on an unusually hectic day?
- How do you determine priorities when scheduling your time? Can you give a recent example?
- Tell me how you organised your work in your last position.
- Describe a situation in which you took a creative approach to resource planning to achieve a goal.
- Tell me about the factors you would consider to resource a project or goal.
- We all have periods that are extremely busy as well as times that are less so. In your current role what do you do to smooth the peaks and troughs in your workload?
- Describe a time when you had several deadlines falling at the same time. How did you organise your time to get them all done?
- Tell me about a time when a project you were coordinating stalled. What happened? How did you get things back on track?
- We have all had to reschedule our projects or plans because of unforeseen circumstances. Tell me about a time this happened to you.
- Explain what you did to prepare for this interview.

10.0 Achieving Results

10.1 Definition

Planning and organising workloads to ensure that deadlines are met within resource constraints. Consistently meeting objectives and success criteria.

→ Key Behaviours / Actions to Look for:

- Goal oriented, sets achievable goals;
- Clear career direction;
- Personal values align with those of the organisation;
- Interests are aligned with role;
- Self awareness;
- Recognises own motivators and de-motivators;
- Self motivated;
- Self starting;
- Proactive;
- Generates creative solutions;
- Uses different / novel approaches to resolve issues / develop opportunities;
- Generates ideas for improvement;
- Takes productive action without being asked.

10.2 Interview Questions

- Describe the culture of the organisation and give an example of how you work within this culture to achieve a goal.
- Describe something you have done which improved the performance of your work team/department.
- Tell me about a time you identified a new, unusual or different approach to addressing a problem or task.
- What is your strategy for brainstorming and sharing ideas to establish critical thinking?
- Describe what you consider in assessing the viability of a new idea or initiative.
- What techniques did you learn to make your last job easier, or to make yourself more effective?
- Describe some projects or ideas (not necessarily your own) that were introduced or implemented because of your efforts.
- Tell me about a time you identified a problem and took corrective action to fix it.

- Tell me about a time when you used your organisational knowledge to achieve a goal.
- Give some examples of projects/tasks you initiated.
- Give me an example of a goal you set and achieved.
- Tell me about a time when you improved the way things were typically done on the job.
- Tell me about a problem you solved where conventional/normal solutions would not work.
- Can you describe a time when you identified a problem but realised that it was not worth the effort involved to fix it?
- In what ways did you perform differently from your peers in your last job?
- What type of work really interests you?
- If there was one thing you could change about your last job, what would it be? Why?
- What was missing from your last job that you'd like to see in this one?
- Describe your most rewarding experience.
- What aspects of your last job were most frustrating?
- Which of your previous jobs have you found most interesting? Why?
- What did you like most/least about your previous job?
- If you could create the perfect job for yourself, what would it be?
- What kind of supervisor do you work best for?
- What do you expect from your boss?
- What kind of work environment do you prefer?
- What is your timetable for achieving your current career goals?
- What qualities don't you like to see in people you work with?
- Give an example of a policy you conformed to with which you did not agree.
- Tell me how you plan your time over a typical day / week?
- Give me an example of when something has impacted on your plan and tell me how you dealt with it. What was the outcome?
- Give me an example of when your productivity has been affected by an unplanned situation. How did you deal with it and restore your productivity? What happened as a result?

- Give me an example of a time when you felt under pressure. What was the situation? What were you trying to achieve? What did you do? What was the result?
- Describe an occasion when you have had to schedule activities to a timetable. What was the reason you were scheduling/organising activities? What problems did you face? What did you do? What was the outcome?
- Tell me about a situation where time has been imperative? What was the situation? What action did you take?
- What methods/tools do you use for managing your time?
- Give me an example of how you have prioritised your workload – how did you set people's expectations?
- What have you done in the past to improve/promote knowledge sharing in a team environment? What was the situation? What was the outcome?
- Describe an example of when you have had to plan something for yourself. How did you schedule your time? How did you set priorities? What happened?
- Have you been involved in co-ordinating several activities/tasks at once? What did you do? How did it go? What were the problems? What did you do to overcome them? What happened? Do you have experience of managing multiple tasks currently?
- Can you give me an example where you have been set an unrealistic timeline to complete a piece of work? What was the situation? What action did you take?
- Can you give me an example of an instance when you missed a deadline?
- Specify the most stressful aspect of your current job. Give an example of how it affects your performance?
- What is the most difficult problem you have had to resolve in the last 12 months? What made it difficult? What processes did you use to resolve the problem? Who else did you involve? How satisfied are you with the outcome?
- Tell me about a time when you took responsibility for making a key decision. What was the decision? How did you defend your decision? What was the possible impact of a poor decision? What was the result?
- Give me an example when you have collected and analysed complex data to inform your decision making? What approach did you take to analysing the data? What were the key issues you identified? How confident were you with the decisions made?

- What management data or information do you collect and monitor to inform your future strategic plans and policies? How do you use the data? What improvements to strategy or policy have you implemented as a result? What strategies do you employ to address underperformance?