

**BEHAVIOURAL COMPETENCY BASED
INTERVIEW QUESTION BANK**

TABLE OF CONTENTS

1.0	Introduction	3
1.1	Behavioural Competency Framework	3
1.2	Behavioural Competency Based Interviews	3
1.3	Behavioural Competency Question Bank	3
1.4	Assessing Technical Competencies	4
1.5	Quick Tips on Behavioural Interviewing	4
1.6	Examples of Probing Questions	5
2.0	Customer Focus	6
2.1	Definition	6
2.2	Why is this important to the Company?	6
2.3	Interview Questions	6
3.0	Planning & Organising	9
3.1	Definition	9
3.2	Why is this important to the Company?	9
3.3	Interview Questions	9
4.0	Using Initiative – Achieving Goals	10
4.1	Definition	10
4.2	Why is this important to the Company?	10
4.3	Interview Questions	10
5.0	Decision Making & Problem Solving	13
5.1	Definition	13
5.2	Why is this important to the Company?	13
5.3	Interview Questions	13
6.0	Effective Communication	15
6.1	Definition	15
6.2	Why is this important to the Company?	15
6.3	Interview Questions	15
7.0	Team & Collaborative Working	17
7.1	Definition	17
7.2	Why is this important to the Company?	17
7.3	Interview Questions	17
8.0	Effective Relationships & Networking	19
8.1	Definition	19
8.2	Why is this important to the Company?	19
8.3	Interview Questions	19
9.0	Innovation & Creative Thinking	21
9.1	Definition	21

9.2	Why is this important to the Company?	21
9.3	Interview Questions	21
10.0	Change, Adaptability & Flexibility	22
10.1	Definition	22
10.2	Why is this important to the Company?	22
10.3	Interview Questions	22
11.0	Leadership	24
11.1	Definition	24
11.2	Why is this important to the Company?	24
11.3	Interview Questions	24
12.0	Continuous Development (Self & Others)	27
12.1	Definition	27
12.2	Why is this important to the Company?	27
12.3	Interview Questions	27
13.0	Thinking & Acting Strategically	29
13.1	Definition	29
13.2	Why is this important to the Company?	29
13.3	Interview Questions	29

1.0 INTRODUCTION

1.1 Behavioural Competency Framework

A competency is the term used to describe a cluster of related knowledge, skills, and attributes that contributes to successful job performance and, ultimately, to the goals and priorities of the Company. Competencies are typically expressed in terms of visible on-the-job behaviours.

The competencies support the Organization's vision, mission, key goals and objectives. They also help strengthen staff commitment to the Organization's core values and principles as defined in its strategic plan. The Organization's twelve behavioural competencies are as follows:

1. Customer Focus
2. Planning & Organising
3. Using Initiative – Achieving Goals
4. Decision Making & Problem Solving
5. Effective Communication
6. Team & Collaborative Working
7. Effective Relationships & Networking
8. Innovation & Creative Thinking
9. Change, Adaptability & Flexibility
10. Leadership
11. Continuous Development (Self & Others)
12. Thinking & Acting Strategically

1.2 Behavioural Competency Based Interviews

The Company adopts a behavioural competency approach to the recruitment and selection, development 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 competency 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 on page 5.

1.4 Assessing Technical Competencies

This question bank targets those general competencies 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 CUSTOMER FOCUS

2.1 Definition

Understands who the customer is and is willing and able to deliver high quality services; which meets the needs and exceeds the expectations of all customers. Constantly strives to find new ways to increase customer satisfaction.

2.2 Why is this important to the Company?

The environment company operates in is increasingly competitive; our ability to attract students, staff and funding depends on all of us being focused on the customer. In this context the 'customer' refers both to internal customers (i.e. other Students, Departments, Faculty, Administration, Staff, and Colleagues) and external customers (i.e., suppliers, partners and external bodies – National and International). This behaviour is about fully understanding customer needs in order to develop and deliver appropriate services.



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.

2.3 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.

- 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 clients. 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.

- Who are your key clients? At what level is your client 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.

3.0 PLANNING & ORGANISING

3.1 Definition

Organises own time effectively, creates own work schedules, prioritises workload, prepares in advance and sets realistic timescales. Monitors progress towards operational or strategic objectives. Makes sure all activity and resources are used efficiently and effectively.

3.2 Why is this important to the Company?

In moving forward we need to demonstrate a focus on integrated business planning and ensuring value for money. This means that we must plan and make the best possible use of our resources in line with the Strategic Plan.



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.

3.3 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.

4.0 USING INITIATIVE – ACHIEVING GOALS

4.1 Definition

Ability to focus efforts and energy on successfully achieving standards of excellence in delivery of goals and objectives. Thinks ahead, identifies opportunities and independently takes action to influence events where appropriate. Is accountable for meeting objectives to the required standard.

4.2 Why is this important to the Company?

This behaviour shows the necessary determination and tenacity to complete high quality work as well as raising performance levels over the short, medium and long term. An important part of this behaviour is monitoring performance against agreed objectives and measures, and dealing promptly and effectively with performance issues. Takes initiative to improve performance by introducing new strategies.



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.

4.3 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 unit.
- Tell me about a time you identified a new, unusual or different approach to addressing a problem or task.
- 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?
- What motivates you?
- If you could create the perfect job for yourself, what would it be?
- Why are you looking to leave your current job?
- What criteria are you using to evaluate employers?
- What kind of supervisor do you work best for?
- What do you expect from your boss?
- What kind of work environment do you prefer?
- Would you consider returning to your former employer? Why/why not?
- What did you like most/least about your last supervisor?
- What is your timetable for achieving your current career goals?
- Give me an example of a time when you went above and beyond the call of duty.
- 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.

- Give me an example of when it has been difficult to balance personal commitments against work/study demands. What was the situation? What action did you take? What was the outcome?
- 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?
- How do you balance your work/social life?
- 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?

5.0 DECISION MAKING & PROBLEM SOLVING

5.1 Definition

Ability to analyse situations, diagnose problems, identify the key issues, establish and evaluate alternative courses of action and produce a logical, practical and acceptable solutions.

5.2 Why is this important to the Company?

UL operates in a rapidly changing environment, in order to meet these challenges all staff need to be encouraged and empowered to solve problems and make decisions and learn from the process.



Key Behaviours / Actions to Look for:

- 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.

5.3 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 had first judged? What did you do?
- Describe the last time that you disagreed with the strategy of the company. What did you do about it?

6.0 EFFECTIVE COMMUNICATION

6.1 Definition

Ability to effectively communicate, both verbally and in writing, with individuals and groups. Ensures there is an effective flow of information in terms of awareness and understanding. Is flexible and able to use varying styles and methods of communication.

6.2 Why is this important to the Company?

Effective communication internally and externally is the ability to communicate with others in a manner that conveys the key messages and is appropriate to the audience. Effective communication will lead to a high quality and accessible service.



Key Behaviours / Actions to Look for:

- Actively listens;
- Checks understanding;
- Uses style, language and tone appropriate to the audience;
- Expresses ideas clearly and logically;
- Uses appropriate structure.

6.3 Interview Questions

- Have you ever had to convince your co-workers to accept an idea? How did you do it? What was the result?
- Tell me about a time when you had to pay close attention to what someone was saying, actively seeking to understand their message.
- Describe a situation in which you needed to use different communication styles to influence stakeholders with differing perspectives.
- Tell me about a time your communication skills were put to the test.
- Tell me about a difficult or sensitive situation that you had to deal with which required careful and extensive communication.
- We have all experienced situations where we knew we had to speak up about an important issue. Can you give me an example of a time when you needed to be assertive to get your point across?
- What kind of writing did you do in your last job? Can you tell me about a recent document you wrote?
- Tell me about a significant written document which you had to complete.
- Have you ever written a memo/report recommending a specific course of action only to find out that the reader didn't adopt your recommendations?
- Give me an example of a time when you have had to explain a new idea of yours to a group of people? How was your idea received? Did you feel that was the best way of communicating your idea? What would you do differently?

- When have you communicated your ideas/your solution to a problem, which may have worsened without your input?
- What channels have you used to inform others of your opinions/thoughts?
- What topics have you given presentations on in the past and what tools did you use to make them?
- Give me an example of a time recently when you have needed to influence someone. What were you trying to achieve? What did you do? What was the result?
- Describe a difficult one-to-one discussion you have had with a client / colleague / employer / team member. Why was it difficult? How did you resolve the situation?
- Give me an example of a situation where you have had to adapt your communication style to get your message across.
- Give me examples of presentations you have done. How did you plan and deliver the presentation? What was the result?
- Think of situations where you have demonstrated sensitivity to cultural issues when communicating. What were the circumstances? What were you trying to achieve? What did you do?
- Give examples of situations when you have stood your ground in discussions and influenced others to your way of thinking.
- Think of situations where you have used your communication skills to help groups reach a consensus. Describe what the situation was and what you did.
- In a discussion, most people are usually convinced that their ideas are right. How have you been successful in getting others to see your point of view?
- Give me an example of a time when you have had to deal with an upset member of staff or customer.
- Give me an example of a sensitive problem you have had to deal with. How did you go about it? What was the result?
- Describe a situation you were involved in that required a multi-dimensional communication strategy.
- What do you think is the most effective way to “sell” an unpopular idea? Give me an example of how you have used your communication skills to do so.
- Tell me about a suggestion you made that was accepted by your manager. How did you present it?
- Tell me about a suggestion you made that was rejected by your manager. Why was it rejected?
- Tell me about how you have gone about persuading your manager in the past.

7.0 TEAM & COLLABORATIVE WORKING

7.1 Definition

Ability to work co-operatively within a group and across company to achieve company goals in a respectful manner. Fosters a collegiate environment. Understands and is tolerant of differing needs and viewpoints.

7.2 Why is this important to the Company?

Internally – Employees work co-operatively together sharing best practice, breaking down departmental barriers and communicating fully and openly on new initiatives and priorities.

Externally - The employees within the Organization work in partnerships with other bodies to develop and deliver joint programmes, research, teaching & learning, procurement and training & development, in the interests of increasing efficiency, improving quality, enhancing flexibility and meeting national needs.



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.

7.3 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?
- 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 a support from others?
- What is the importance of building relationships with colleagues to your professional life?
- How do you initiate a relationship with a person?

- How would your colleagues describe you?

8.0 EFFECTIVE RELATIONSHIPS & NETWORKING

8.1 Definition

Ability to build and maintain effective relationships and networks. This may be in relation to contacts, both inside and outside the Organization who can provide information, assistance and support.

8.2 Why is this important to the Company?

The quality of the relationships we develop with external contacts and with colleagues has a direct impact on perceptions of the effectiveness of our work. This competency highlights key company values 'the values of flexibility, diversity, dignity and respect, and collaboration' and is a starting point for the development of a number of related attitudes and behaviours described in this competency framework.



Key Behaviours / Actions to Look for:

- 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 relevant to company / Department / Division;
- Builds and expands networks and coalitions to achieve both operational and strategic goals.

8.3 Interview Questions

- 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 a rapport or relationship with a colleague or customer.

9.0 INNOVATION & CREATIVE THINKING

9.1 Definition

Ability to develop new insights into situations and apply innovative solutions to make improvements. Creates a work environment that encourages creative thinking and innovation in the design of programmes and processes.

9.2 Why is this important to the Company?

Company prides itself on being a pioneering and entrepreneurial Organization. It is important for the Organization to deliver services that are creative, innovative and appropriate. Individuals that demonstrate this competency have the ability to act creatively and be forward thinking.



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.

9.3 Interview Questions

- 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.

10.0 CHANGE, ADAPTABILITY & FLEXIBILITY

10.1 Definition

Flexible and comfortable adapting current work practices and procedures to respond to changing/different situations. To embrace change, take intelligent/measured risks, and support others to engage in the change process.

10.2 Why is this important to the Company?

Within Company, this behaviour is about making changes that increase the effectiveness of our work. Externally, it is about increasing our sphere of influence and impact. Creates and environment that responds positively to change and encourages an understanding that everyone can make a difference.



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.

10.3 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 me 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 me about the last time you disagreed with a new policy or procedure.
- Working with people from diverse backgrounds or cultures can be challenging. Tell me about a time when you were presented with a challenge 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 me 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 me 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.

11.0 LEADERSHIP

11.1 Definition

Ability to Lead, encouraging, inspiring and supporting others to deliver. Has the ability to understand how individuals, at all levels, operate and how best to use that understanding to achieve objectives in the most efficient and effective way. Promotes the principle of meritocracy.

11.2 Why is this important to the Company?

All employees should consider themselves as leaders. One should lead by example by encouraging, motivating and support individuals/work colleagues to use their energy and talents towards achieving a common goal.



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.

11.3 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.
- Have you ever had to dismiss someone? Why? How did you go about it? Under what circumstances do you think it is appropriate to dismiss someone?
- 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 superiors 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 subordinates? 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 Supervisor 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 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?
- 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?

12.0 CONTINUOUS DEVELOPMENT (SELF & OTHERS)

12.1 Definition

Recognises that continuous development is essential for success in any role, and takes steps to develop self, and helps others to excel at what they do.

12.2 Why is this important to the Company?

As an organisation Company strives to excel in its field. The value of Human Resources and HR Management in adding value to the organisations strategic goals is promoted within and across all business areas. By ensuring that there is a culture of continuous development employees can be encouraged to reach their full potential. Thus ensuring maximum effectiveness and a spread of expertise at appropriate levels to deliver on the key strategic goals of the Organization.



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.

12.3 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.
- Discuss your views on delegation.
- How have you used the PDR system to identify and address your own development needs?
- How have you used the PDR system to identify and address others development needs?

- Describe an occasion when you have encouraged others to take initiative and ownership for their learning.
- Can you give me 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?

13.0 THINKING & ACTING STRATEGICALLY

13.1 Definition

Understands the purpose, context, goals, and objectives of the Organization, their own area, and how there are strategically interlinked. Demonstrates an understanding of how current actions will impact on longer term business objectives.

13.2 Why is this important to the Company?

This behaviour is important to understand the complex environment in which the Organization operates. Is able to think and act upon the big picture. Creates and shapes a vision of the future that fits in with the Organization's long term objectives.



Key Behaviours / Actions to Look for:

- Understands and is able to link own work to the goals and objectives of the Department / Division / team;
- Understands the culture and goals of the Organization as they relate to own area;
- Generates ideas which contribute to the Department / Division plans;
- Understands how own Department / Division / team operates and its linkages with other areas within company or other delivery partners;
- Contributes to the development of strategy and key goals;
- Implements agreed priorities and communicates the vision to others;
- Develops and manages implementation plans;
- Contributes actively to Organization strategy.

13.3 Interview Questions

- What is your strategy for brainstorming and sharing ideas to establish critical thinking?
- Give an example of a SWOT analysis – strengths, weaknesses, opportunities, and threats.
- Describe the contribution your role makes to the success of the organisation.
- How do your personal goals and objectives link in to the Organization's Strategic Plan?
- Describe the contribution your specialist advice makes to colleagues, partners and other individuals.
- Give an example of a challenge or opportunity you identified based on your organisation or industry experience. How did you develop a strategy to respond to it?
- Describe a time when you created a strategy to achieve a long-term organisational objective.
- Tell me about a time when you used your organisational knowledge to understand a specific situation or problem.