

Sample Competency-Based Behavioral Interview Questions

Competencies are knowledge, skills, abilities, and other characteristics (KSAO's) that contribute to individual success in the organization; they focus on "how" things get done. Competencies help drive individual and organizational performance. [UGA's core competencies](#) apply to all staff employees and include **Integrity, Communication, Learning, Decision Making, and Service**. These core competencies have been identified as critical for all levels of staff employees to demonstrate on a consistent basis for individual and organizational success. Two additional competencies have been identified as critical for staff in supervisory and/or organizational leadership roles. These include **Supervision** and **Innovation**.

Competency-based questions should be combined with job function specific and skills related questions to ensure the most comprehensive interview experience for both the candidate and committee/hiring authority. It is considered a best practice to ask at least one question related to diversity, equity, inclusion, and belonging in each interview round. See the **Interviewer Inquiry Guide** for guidance on permissible/impermissible inquiries.

Core Competency	Sample Questions
Acts with Integrity <ul style="list-style-type: none">• Trust & Respect• Utilization of University Resources• Work Ethic	<ul style="list-style-type: none">• Describe a time when you saw a problem and took the initiative to correct it rather than waiting for someone else to address it.• Tell me about a time when you volunteered to take responsibility for a project or an activity. What was the result?• How would you define professionalism?• Tell me about a time you were honest, despite a potential downside for the honesty.• Describe a time you had to develop trust among colleagues, staff or other stakeholders.• What does it mean to you to be a good steward of resources?
Communicates Effectively <ul style="list-style-type: none">• Active Listening• Conflict Management• Verbal/Written Communication	<ul style="list-style-type: none">• Describe a time you had to adjust your communication style to your audience. What specifically did you do, and how did you determine it was effective?• We have all been in situations where we have run into conflict with a team member. Give me an example of how you have handled such a situation.• What steps have you taken to resolve a situation where there was a communication breakdown between you and a colleague?• How would you go about simplifying a complex issue in order to explain it to a colleague or other stakeholder?• Describe a situation when you were able to strengthen a relationship by communicating effectively. What was it that made your communication so effective?

Learns & Shares <ul style="list-style-type: none"> • Finding & Applying Knowledge • Learning Agility • Sharing & Contributing • University Knowledge 	<ul style="list-style-type: none"> • What does it mean to you to be a lifelong learner? How do you demonstrate this at work? • Describe a time when you put your needs aside to help a colleague understand a task. How did you assist them? What was the result? • Tell us about your most impactful professional contribution to a team. • How do you keep your job knowledge current with ongoing industry changes? • What professional development opportunities have you sought out in the past? How have you applied these to improve in your role?
Makes Sound Decisions <ul style="list-style-type: none"> • Critical Thinking • Judgment & Decision Making • Process Improvement 	<ul style="list-style-type: none"> • Tell me about a process you developed at work in order to get things done more efficiently. How did you develop it? What results have you seen? • Describe a time when you had to convince your supervisor or team to use an alternative approach to solve a problem. • Tell me about a recent decision you made. What criteria did you use in making that decision? What kinds of time frames did you have to consider? • Give an example of a time when you had to be relatively quick in coming to a decision. What was the situation, the impact, and the outcome? • How do you involve your manager and/or others when you make a decision?
Serves Others <ul style="list-style-type: none"> • Cooperation & Teamwork • Service Orientation 	<ul style="list-style-type: none"> • Describe a positive and professional relationship you have had with a colleague. Why did you work well with this person? What challenges did you encounter? • In what ways have collaborative relationships improved your performance at work? Describe a time that collaboration with others yielded a better outcome. • What are your strengths and weaknesses when it comes to relationship management? • Describe a team experience you found rewarding. What made it successful? • Tell me about a time you received critical feedback from a colleague. What was the situation and how did you respond?

Leadership Competency	Sample Questions
Champions Innovation <ul style="list-style-type: none"> • Change Management • Innovation 	<ul style="list-style-type: none"> • Tell me about your proudest professional accomplishment. • Tell me about a time when you adjusted your work activity and desired outcomes based on changes in organizational strategy. • Tell me about a time when you used different resources or perspectives to come up with new ideas or approaches. • Describe a time when you had to reallocate resources, time, and effort because of a shift in priorities. • Tell me how you go about encouraging new ideas in others.

Supervises others <ul style="list-style-type: none"> • Coaching & Delegation of Work • Performance Management • Staff Development • Staff Morale 	<ul style="list-style-type: none"> • How do you go about setting goals and objectives for yourself/your team? • Give me an example of a time you helped an employee improve their performance by giving them feedback. • How do you handle an employee whose work is not up to expectations? Give a specific example. • Describe a situation where you helped motivate someone to improve their performance. What was the outcome? • How would you describe your leadership style? • Tell me about a time when you recognized or rewarded an individual or group for their achievements and contributions to the organization.
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Inclusive Excellence	Sample Questions
Diversity, Equity, Inclusion, & Belonging	<ul style="list-style-type: none"> • Describe how you would work to create a work environment that is welcoming, inclusive, and increasingly diverse. • How have you demonstrated a commitment to diversity & inclusion in your professional life? • When interacting with someone from a different culture than your own, how do you ensure that communication is effective? • Describe how your career has been enhanced by exposure to diverse people, places, or experiences. Please provide an example. • Give a specific example of how you have helped create an environment where differences are valued, encouraged and supported.

This list of questions is not exhaustive, and is intended to serve as a general guide. For more assistance curating interview questions, reach out to [Kathryn Kay](#), Director for Talent Management in the Division of Student Affairs.