

## 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. See the **Interviewer Inquiry Guide** for guidance on permissible/impermissible inquiries.

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

<p><b>Learns &amp; Shares</b></p> <ul style="list-style-type: none"> <li>• Finding &amp; Applying Knowledge</li> <li>• Learning Agility</li> <li>• Sharing &amp; Contributing</li> <li>• University Knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• What does it mean to you to be a lifelong learner? How do you demonstrate this at work?</li> <li>• 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?</li> <li>• Tell us about your most impactful professional contribution to a team.</li> <li>• How do you keep your job knowledge current with ongoing industry changes?</li> <li>• What professional development opportunities have you sought out in the past? How have you applied these to improve in your role?</li> </ul>
<p><b>Makes Sound Decisions</b></p> <ul style="list-style-type: none"> <li>• Critical Thinking</li> <li>• Judgment &amp; Decision Making</li> <li>• Process Improvement</li> </ul>	<ul style="list-style-type: none"> <li>• 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?</li> <li>• Describe a time when you had to convince your supervisor or team to use an alternative approach to solve a problem.</li> <li>• 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?</li> <li>• 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?</li> <li>• How do you involve your manager and/or others when you make a decision?</li> </ul>
<p><b>Serves Others</b></p> <ul style="list-style-type: none"> <li>• Cooperation &amp; Teamwork</li> <li>• Service Orientation</li> </ul>	<ul style="list-style-type: none"> <li>• 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?</li> <li>• In what ways have collaborative relationships improved your performance at work? Describe a time that collaboration with others yielded a better outcome.</li> <li>• What are your strengths and weaknesses when it comes to relationship management?</li> <li>• Describe a team experience you found rewarding. What made it successful?</li> <li>• Tell me about a time you received critical feedback from a colleague. What was the situation and how did you respond?</li> </ul>

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

<p><b>Supervises others</b></p> <ul style="list-style-type: none"> <li>• Coaching &amp; Delegation of Work</li> <li>• Performance Management</li> <li>• Staff Development</li> <li>• Staff Morale</li> </ul>	<ul style="list-style-type: none"> <li>• How do you go about setting goals and objectives for yourself/your team?</li> <li>• Give me an example of a time you helped an employee improve their performance by giving them feedback.</li> <li>• How do you handle an employee whose work is not up to expectations? Give a specific example.</li> <li>• Describe a situation where you helped motivate someone to improve their performance. What was the outcome?</li> <li>• How would you describe your leadership style?</li> <li>• Tell me about a time when you recognized or rewarded an individual or group for their achievements and contributions to the organization.</li> </ul>
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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.