This is a list of sample questions for SHRA interviews aligned with competencies. This is not an all-inclusive list. Remember interviews must have one question per competency.

Customer Service
- Describe the most rewarding experience you have had dealing with customers?
- In what ways do you interact differently with customers at hectic times? Give me an example when you have done this?
- We have all dealt with difficult customers. Describe a situation where a customer tested your patience. How did you react?
- In your previous position, how did you know if your internal/external customers were satisfied?
- Have you ever had to deal with irate customers? Give an example and explain how you reacted.

Communication and/or Interpersonal Skills
- Have you ever had to convince your co-workers to accept an idea? How did you do it? What was the result?
- Describe a situation in which you needed to use different communication styles to influence stakeholders with differing perspectives.
- Tell me about a difficult or sensitive situation that required careful communication?
- We have all experienced situations where we know we had to speak up about an important issue. Give me an example of a time when you needed to be assertive to get your point across.
- Have you ever had to deal with irate customers? Give an example and explain how you reacted.
- Give me an example of how you have worked effectively with people to accomplish an important result.

Decision Making
- Describe two examples of effective workplace decisions you have made in the last six months.
- 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?
- Tell me about a time when someone brought you a new idea, particularly one that was odd or unusual. What did you do?
- Describe an example of one of your ideas being strongly opposed in a management discussion. How did you react?
In your last role, discuss the types of problems you were required to solve on a day-to-day basis.

What is the most difficult decision you have had to make? How did you arrive at your decision?

**Problem Solving**

- Describe some situations in which you worked under pressure to meet deadlines.
- Describe your approach to taking on a new task. What management style do you prefer when receiving a new task?
- Describe a situation where you had to make a difficult decision and explain it to other people.
- Describe a situation where you had to problem-solve a significant issue or situation.
- Give an example of when you had to resolve a conflict with a co-worker or client? How did you resolve it?

**Knowledge**

- What skills from your education and experience do you feel would help you in performing this job and why?
- How do you see your education contributing to your employment?
- Describe a challenge or opportunity you identified based on your industry knowledge, and how you developed a strategy to respond to it.

**Leadership**

- Describe a recent unpopular decision you made. What was the result?
- Think of a problem person that you have had to deal with in the past and explain how you handled them.
- What efforts on your part have contributed to the development of your subordinates? How do you judge the results of your efforts?
- How are you capitalizing on your management strengths in your current job? In what areas do you believe you need further management development? How did you identify these needs?
- Tell me about a new idea you have had. Explain how you got subordinates to accept this new idea.
- Tell me about a time when you had a miscommunication with a subordinate. How did you resolve it?
- What qualities should a successful manager possess?
- What is your management style? How do you think your subordinates perceive you?
- Tell me about a situation where a project was returned for errors. How did you handle the situation? What effect did this have on you?
Project/Program Administration

- Give me an example of something you have done that was innovative.
- How do you determine priorities when scheduling your time? How do you prioritize your tasks?
- Describe a time when a project you were coordinating stalled. What happened? How did you get things back on track?
- Describe a time when you had several deadlines falling at the same time. How did you organize your time to get them all done?
- Describe a time when your ability to use good judgement was important in a difficult work situation
- Give an example of when you had to resolve a conflict with a co-worker or client? How did you resolve it?
- Give me an example of how you have worked effectively with people to accomplish an important result.
- Tell me about a team project of which you are particularly proud.
- Give me an example of when you have had to work under pressure. What was the circumstance and how did you deal with it to accomplish your goals?

Work Coordination

- Tell me about a situation where you abruptly had to change what you were doing.
- How do you track progress on projects for which you are responsible?
- What do you do at your present job that requires you to use organizational skills?

General

- Describe for me the most interesting thing you have done in the past three years (job related).
- What is the best thing a previous employer did that you wish everyone did?
- Tell me about a “significant accomplishment” in your work experience when you were positively recognized.
- Tell me about an objective in your last job that you failed to meet and why.
- Tell me about a time when you had to work on a project that did not work out the way it should have. What did you do?

CHARACTER / INTEGRITY

- Discuss a time when your integrity was challenged. How did you handle it?
- Have you ever disagreed with policy/procedure? How did you handle it?
- Tell me about a time when you felt you were right but knew that your position would not be followed. How did you handle the situation?
• Tell me about a situation in which you had to go above and beyond the call of duty in order to get a job done.
• What would you do if someone asked you to do something unethical?
• From your understanding of the job, what assets do you feel you would bring to the job?
• Give me an example of an accomplishment that has given you the most satisfaction. Why?
• Tell me about a stressful situation at work. What made it stressful to you and how did you handle the situation?

PERSONALITY / TEMPERAMENT / ABILITY TO WORK WITH OTHERS
• Give me some examples that demonstrate your ability to adapt to a wide variety of people, situations, and environments.
• Describe a situation where you had to work with a difficult person.

EDUCATION
• What skills from your education and experience do you feel would help you in performing this job and why?
• In which areas do you feel you would like to develop?
• Have you taken any steps in the past year to improve your skills or performance?
• Describe a situation in which you had to take a risk.
• Tell me about a “significant accomplishment” in your work experience when you were positively recognized.
• What would your former supervisor say about you if we called him/her and described the position requirements?
• Why did you decide to seek a position with ECSU?

CLOSING QUESTIONS
• What additional information do you think I should know about you?
• Is there anything you would like to add before we end?
• What questions do you have for us?